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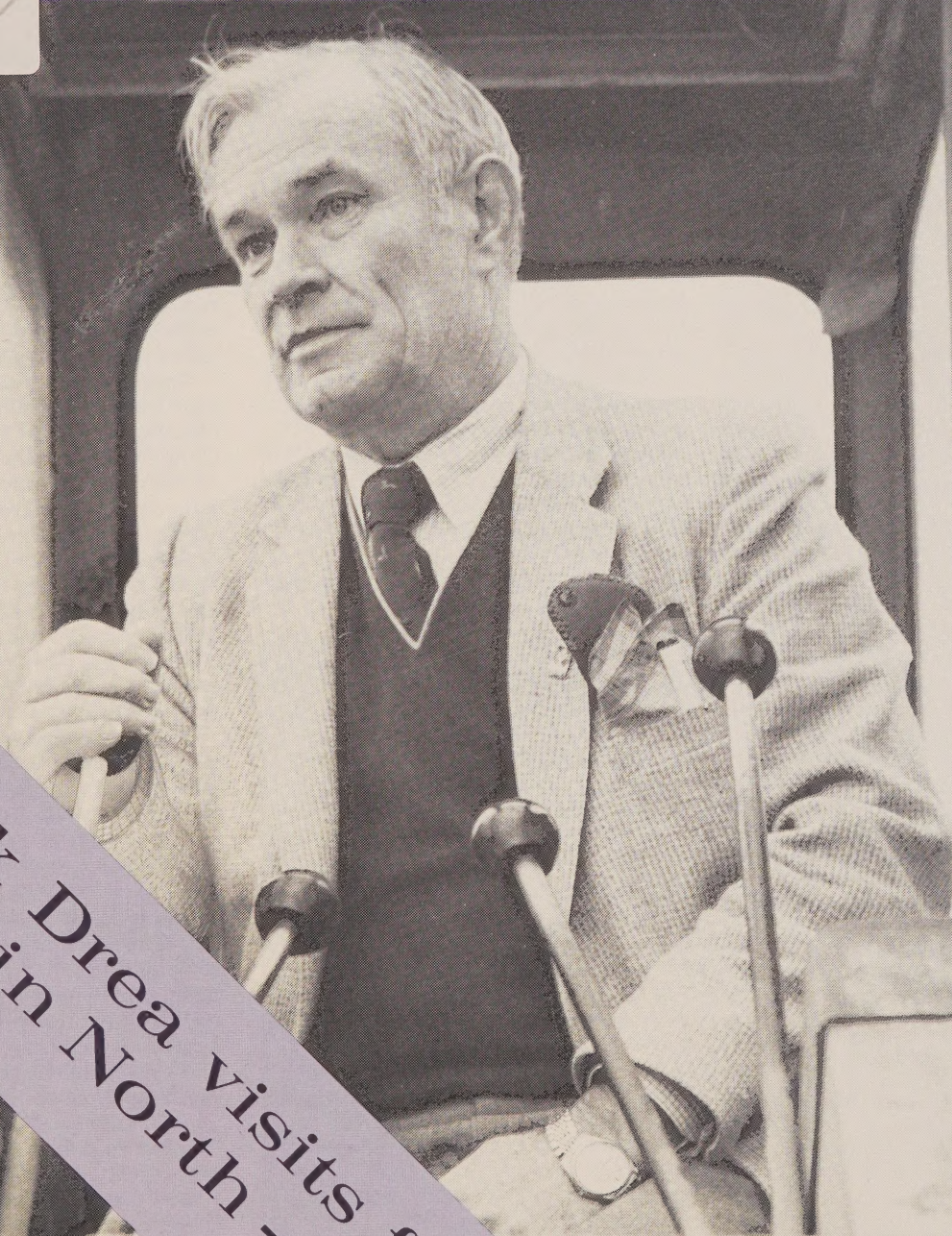


# dialogue

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Frank Drea visits five  
cities in North - page 14





# Ontario

Ministry of  
Community and  
Social Services

Hon. Frank Drea  
Minister  
Robert M. McDonald  
Deputy Minister

## dialogue

DIALOGUE is published six times a year by the Communications Branch of the Ministry of Community and Social Services to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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Cover: Minister of Community and Social Services Frank Drea took part in sod-turning ceremonies in five cities in Northern Ontario in November. In the picture, Mr. Drea takes hold of the levers of a backhoe at a ground-breaking ceremony for the family resource centre under construction in Sturgeon Falls.

Pictures by David Grossman

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We are in the midst of an exciting phase in the history of our Ministry and our province, since we are in the forefront of a process of change.

Last year we carried out our mandate under the severe constraints of the world-wide economic recession. The task of our Ministry – to provide help to those in need in Ontario – is never an easy one. And it becomes even more difficult when financial resources are in short supply while, at the same time, demands for our services are rising. We can all take pride in our success in meeting that challenge in 1983.

## New Year Message from Minister and Deputy

The fact is, despite fiscal constraints, this Ministry has not reduced a single social service program in this province. We have continued to fulfill our commitment to assist those in need across Ontario.

There is a tendency by outsiders to view our Ministry as a giant dinosaur carved in stone – old-fashioned, inflexible . . . essentially a Ministry that simply sends out welfare cheques. Nothing, of course, is further from the truth. With our 11,600 employees, and budget of \$2.4 billion we provide services to more than half a million disadvantaged people.

To accomplish this task we are constantly looking at new and innovative ways of helping people. Last spring, for example, we launched a unique project in cooperation with the Metropolitan Toronto ecumenical church leaders and the Incorporated Synod of the (Anglican) Diocese of Toronto to provide assistance and shelter for emotionally, physically, and socially disadvantaged people. We are now discussing with these church leaders the formation of a non-profit corporation, called Ecuhome, that will establish neighbourhood church resource centres with associated accommodation for disadvantaged people in Metro, similar to the pilot project.

In the area of programs for the developmentally handicapped, last year we embarked on a five-year plan to enhance community living opportunities for developmentally handicapped people in this province. To bring you up to date on the progress of that plan, almost 75 per cent of the residents of St. Lawrence Regional Centre in Brockville, which closed last June, have been successfully relocated in community settings. These include family homes, other supported independent living units, group homes and special support group homes. The majority of residents of Bluewater Centre in Goderich, the second facility to close under the five-year plan, are also now living successfully in the community. At the same time, our facilities are continuing to provide the finest care

and training available for developmentally handicapped individuals who are not ready or able to live in a community setting.

We can be equally proud of the progress we have made in helping women and children who are victims of family violence. In November, the Ministry announced an extra \$4 million funding for services and shelters for battered women. This funding is over and above the funding we announced in June to develop family resource centres for women in crisis in northern Ontario communities.

Looking at our income maintenance program, our pilot projects to test the effectiveness of integrating the delivery of Family Benefits and General Welfare will continue into 1984. By March 31 these projects, together with employment support initiatives, will have been underway at least a year in seven municipalities across the province. In addition, employment supports are being tested in another two municipalities. We look forward to continuing our assessments of integration and employment supports together with the municipalities that have taken part in the projects.

Another major accomplishment this year was the establishment of the Ontario Centre for the Prevention of Child Abuse, a joint project in the Ministry, the Canadian Children's Foundation, and professionals from a variety of disciplines. The Centre offers training courses to professionals from across Ontario who work with children, and unites, in a single location, all the Ministry's child abuse prevention activities. This Centre is our launching pad for an all-out war on child abuse in this province.

And, in December we introduced in the Legislature the draft for a new Family and Children's Act to re-affirm our protection of children at risk, while at the same time preserving and supporting our society's most basic and valuable institution – the family.

The presentation of this Act was a fitting conclusion to a year of accomplishments, and it provides a high point from which we should all look forward to a new year of more challenge and change.

We're confident this Ministry will meet those challenges, as we met last year's challenges, because of the strong spirit of co-operation and teamwork demonstrated by our dedicated staff.

Our thanks to you, Ministry staff throughout the province, for your hard and caring work during the year that has just ended. We wish each one of you a satisfying and successful 1984.

**Frank Drea, Minister**  
**Robert M. McDonald, Deputy Minister**



by Peggy Butler

# Profile

## Ken Macdonald

# "We don't have the luxury of showing a profit..."

**N**ot many people know that the full name of Ken Macdonald, Regional Director for the ministry's Southeast Region, is John Kennedy Macdonald. Or that his father, also John Kennedy, once piloted President John Kennedy when the latter was on an official visit to Canada.

But there the connection ends. While the President of the United States came from an Irish Catholic background, Ken Macdonald is immensely proud of his Scottish Catholic forebears and the fact that he can trace his family back five generations to the original settlers who came to Nova Scotia in the late 1700s in the schooner *Hesperus*, the little ship immortalized in Longfellow's poem, "The Wreck of the Hesperus".

He still thinks of himself as a Nova Scotian, although he was born in British Columbia, the eldest of five brothers and sisters, while his father was serving there with the Royal Canadian Air Force. Throughout childhood, the young Macdonalds packed and followed as their father was posted from base to base across Canada during his military career. But the frequent changes of school did nothing to deter them and all five completed university.

Ken Macdonald finished high school in West Germany in 1960, while his father was commander of one of Canada's military bases there, and travelled extensively in Europe before returning to Canada to attend university in Ottawa. There he obtained a BSc. in social sciences and met and married a fellow student, Beverly Martin, who graduated from the same program.

They went to live in Hamilton, where Mr. Macdonald worked in the personnel department of Canadian Westinghouse. His wife, whom he describes as "the best social worker I know", joined the staff of the Catholic Children's Aid Society of Hamilton-Wentworth.

Then, in 1967, he decided to go back to university to study social work (he describes it as "my own personal centennial project"). He received his MSW degree from the University of Toronto in 1969 and for the next five years worked for the Metropolitan Toronto Catholic Children's Aid Society in a variety of positions.

He came to the Ministry of Community and Social Services in 1974 as director of the Children's Services Bureau, during one of the ministry's early attempts to begin to separate policy development from line administration. Then, when the new Children's Services Division was created in 1977, he worked on the design and development of the ministry's decentralization program.

In 1979, Mr. Macdonald transferred to Kingston as the Regional Director for Children's Services for the Southeast and two years later became regional director for all ministry services in the region. Mrs. Macdonald has become executive director of the Big Brothers organization in Kingston. They have four children, aged from 8 to 18.

"The experience of starting from scratch to build an organization such as the new regionalized ministry structure, which is now fully operational, forces one to come to grips with the nature of the public service as a unique field of administration", says Mr. Macdonald.

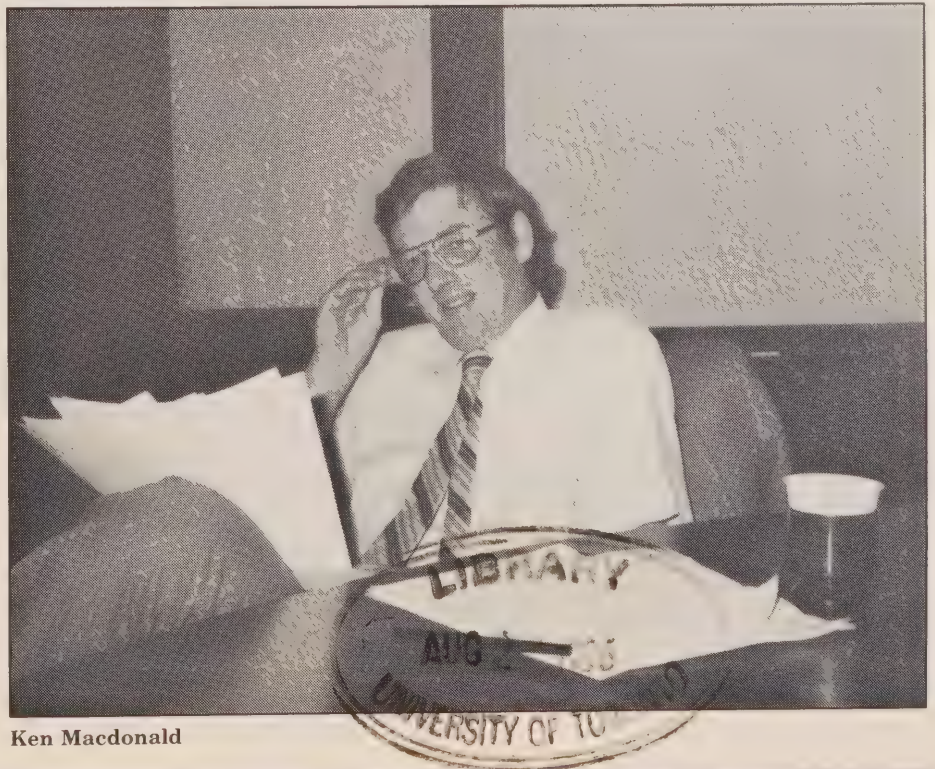
"And once you venture forth from Queen's Park to function in a local community, you are required to deal more directly with attitudes that are expressed in that community.

"One of the most frustrating dilemmas faced by the public servant is the criticism, sometimes voiced as a joke, sometimes aired by the media, that government, and particularly the public service, is inherently inefficient and that it wastes the taxpayers' money.

"The assumption that accompanies this belief is that other forms of management, particularly in the private sector and the business community, are inherently more efficient.

"Although business can pride itself on making a profit (a tangible measure of success), it rarely seems to account for the unrealized profit which might have materialized through better management.

"In the public service, however, we don't even have the luxury of showing a profit and, so far, we have been unable to measure the competence and effectiveness of our enterprise in



Ken Macdonald



business-oriented terms such as return on investment, unit cost saving, and so on. As a result, there are sections of the public which believe that government is consistently on the red-ink side of a massive ledger."

This public perception of waste and inefficiency seems to apply particularly to the field of social services, says Mr. Macdonald. It is not generally realized that both the recipients of income maintenance benefits and of social services represent a relatively small percentage of the population.

"It is also not generally recognized that those receiving income assistance, as well as the staff in the system, tend to put their money back into circulation in exactly the same way as other people spend their wages.

"What the public is not aware of is that even if we were to shut down the operations of this ministry tomorrow, the saving of our annual expenditure of more than \$2 billion would benefit each of the 4.2 million taxpayers in Ontario by an average of only around \$9 a week."

Mr. Macdonald believes that some of the negative perceptions about government efficiency could be dispelled by developing and communicating measurements of our real successes in resource management.

"For instance," he says, "how many people realize that we have been able to contain our expenditure growth at a rate lower than the overall rate of inflation?"

"And how many people realize that for every publicized example of government mismanagement — magnified by the fish-bowl environment in which we operate — there are countless examples of good resource management which are never brought to the public's attention?"

Mr. Macdonald holds the view that the ministry, conscious of this community perception, is progressing towards developing the capacity to demonstrate the value and effectiveness of our work.

"The decentralization of the ministry has enabled us to achieve a closer and more sustained contact with the various publics we serve," he says. "It has also enabled us to demonstrate that the vast majority of decisions in response to individual and community needs can be made on the spot without undue delays and 'bureaucratic' claptrap."

He believes further that the real secret of this success is that we have been able to employ at the local level "a fine group of dedicated and competent people who are concerned and sensitive to the needs of the communities from which they come and in which they work".

"Government is no longer Queen's Park, but your next-door neighbour working on your behalf..."



ver one billion dollars — that's enough to pay off one thousand lottery millionaires — is what it now takes to fund Ontario's Income Maintenance Program for a year.

Just think of that. There are thousands of payments to General Welfare Assistance recipients at the municipal level and 137,000 provincial allowances to individuals and families.

The task of administration, of deciding who's eligible and of getting the cheques out to the right people at the right time is also a mind-boggler. And there's one additional factor. Income Maintenance is one of the most visible and sensitive programs in the province.

The income maintenance people at both the provincial and municipal offices will soon be getting a new tool to help them with their tasks. It's an \$8.5-million computer system that will combine the work of four computer systems now in use and save about \$25 million over five years.

Sam Marafioti is the project coordinator responsible for the new computer system.

"We call it the Comprehensive Income Maintenance System or CIMS (pronounced Sims); that's the name right now but nobody likes it," he told me in a recent interview. He encourages entries in an informal "name the system" contest. The prize? "I think there are about four bottles of wine at stake now," says Sam.

The need for a new computer system grew out of the ministry's long-term decentralization program. In the income maintenance area, this has meant the combining of the information-gathering and decision-making functions in the field. Under the centralized system, field workers interviewed applicants and the information was sent to Toronto for a decision on eligibility and amount of entitlement.

All client files have now been shipped to area and local offices across the province and clients are being interviewed locally and eligibility is determined locally. (See DIALOGUE, November/December 1981, for details).

Four computer systems, all independent, are now in use in the income maintenance area. Many items deal

# CIMS

## a new tool for income maintenance programs

with the same client and, according to Sam Marafioti, this means wasteful duplication and high operating costs. These systems are:

ONTAP — this stands for Ontario Allowance Program and handles Family Benefits;

CRS — the Client Recording System supports the Family Benefits system, tracking files and client index data;

MAIN — the Municipal Assistance Information Network handles General Welfare Assistance — 85 per cent of the GWA caseload is on MAIN;

ORFUS — the Overpayment Recovery and Follow-up System is used, as its name indicates, to collect overpayments from former clients.

The new integrated system — we will call it CIMS until someone comes up with another name — was recommended after a cost-benefit feasibility study in 1980. Approval came that summer for what Mr. Marafioti says is one of the largest computer system developments in Canada.

Because of the size of CIMS, the project was broken into phases with clearly defined goals and deadlines, so progress could be measured. Work began in September, 1980 on the preliminary design sub-phase. The aim was to define user requirements.

More than 200 interviews were conducted with a wide range of people who will be using the system. Those interviewed included clerical staff, senior administrators, supervisors and field workers in both provincial and municipal offices.

Sam explains that the system is being designed so that many of the features will be optional. Metro Toronto, for example, needs more from a computing system than does a small municipality.

"We need maximum flexibility, maximum local control," he says. "We want local offices at both the provincial and municipal level to be as independent as possible, to be as close to the client as possible."

To ensure that CIMS will meet all the needs of its users, several workshops have been held. One, arranged through the Ontario Municipal Social Services Association, gave adminis-



trators across the province a chance to discuss the system. Another was held for selected provincial staff from area and local offices, and another, for ministry senior management.

"We received a very good response from all the workshops," says Sam.

Although users will require training on this new system, most personnel are already familiar with computer systems. Many of the features in CIMS are already contained in the existing systems. Integrating the data will make it easier for staff to manage the workload.

Municipalities will pay a fee for using CIMS, depending on usage. An accounting system will monitor usage by both municipal and ministry offices.

Since CIMS is designed to be used by a wide variety of personnel, confidentiality of client files is a major concern. Sam explains that users will get access to information through a combination of passwords and other access codes. Only appropriate information will be available.

Here's an example of how CIMS will work:

Suppose a Mrs. Smith applies to the municipal welfare office in Barrie for emergency financial help. As eligibility is determined, a computer file is made. If it is felt that Mrs. Smith is a candidate for provincial benefits, this is also noted in her file. At the appropriate time – say three weeks later – CIMS will print out a message in the provincial office saying it's time to interview Mrs. Smith about FBA. (CIMS will be ticking away each night at Queen's Park, checking files and

firing off appropriate messages to offices throughout the province – the messages will be waiting on the computer printer first thing each morning).

When Mrs. Smith is interviewed, more information is added to her file. If she's found to be eligible for Family Benefits, CIMS will end General Welfare Assistance and begin to generate a new monthly FBA cheque.

Under the present system, it would have required input into at least three separate computer systems to reach this stage in the case history of Mrs. Smith.

Suppose Mrs. Smith moves to Peterborough. Her file should follow her from Barrie and receipt should be acknowledged by the Peterborough office. If the file doesn't show up in Peterborough when it should, CIMS will soon be demanding to know why. Reminders will be sent automatically to the offices involved until the file is where it should be.

And suppose that luck shines on Mrs. Smith. She's a big lottery winner – and now ineligible for FBA. However, in the excitement over her new affluence, she forgets to notify her worker immediately and another cheque or two arrives at her home. No problem for CIMS. Just feed in the information and CIMS will transfer her file from active FBA to active ORFUS, and calculate the over-payment, a procedure that at present requires two separate computer systems.

What will CIMS look like? Not very different from any other computer system. Users will have the usual

hardware – a keyboard, a TV-style screen and a printer. The brain for CIMS already exists at the Queen's Park Computing Centre.

The programs – the "intelligence" of CIMS – are at present being completed. (For the technically-minded, CIMS will use COBOL language on a System 2000 data-base).

At the time of writing, the existing terminals in the field offices are being replaced with the new hardware which will support the CIMS system. After issuing a request for proposal, the ministry awarded the contract to Northern Telecom for the terminal hardware.

This equipment features a greatly improved printer, allows for up to four data entry screens to be installed in the same location and allows for concurrent operations to be performed, such as data entry, printing and online inquiry. A word-processing component can be added at very minimal cost and the additional computer memory will be able to accommodate the future expansion needs of the ministry. Current planning calls for the complete installation of this hardware in all FBA offices by April, with the conversion of GWA sites to follow later.

Programming system-testing, and user-acceptance testing are also well under way. The preparation of user manuals, training packages and implementation strategies will be finalized over the next several months in preparation for the installation of a pilot office in the spring.



Sam Marafioti (centre) is project co-ordinator of the CIMS program implementation. Seen with him are Ed Sobczyk (left), manager, systems operations, of the Income Maintenance Unit, and Maurice Driscoll, manager, monitoring and special services, Income Maintenance Unit.



# NEWS BRIEFS

by Robin Cox

**A**dditional funding programs and packages totalling \$68.2 million to help those in need in Ontario were announced by the ministry during October and November, 1983. These include:

**A \$1-million funding program to help maintain and expand home support services for seniors.** This program will provide increased financial assistance to home support services agencies in three ways:

- by providing funds for direct services to agencies that are in a deficit position;
- by providing funding for agencies to expand their services to meet existing demands in critical areas such as meals on wheels;
- by providing funds to home support programs in situations where federal funds for such programs have dried up.

**An additional \$4 million for services for battered women.** The bulk of this will be spent on improved funding for shelters for battered women. This includes providing short-term assistance to shelters with the most pressing financial difficulties; and stabilizing the funding of all emergency shelters for battered women.

**A \$61.2-million package of improvements to Ontario's social assistance programs.** The package provides permanent increases in allowances, effective January 1, to some 230,000 recipients of Family Benefits and General Welfare Assistance across the province. The four main items in the package include:

- a 5 per cent across-the-board increase in both FBA and GWA rates;
- a special increase for single employable people on GWA, which means a 7.6 per cent increase in the basic allowance for people in this category;
- a \$15 across-the-board increase in the maximum shelter subsidy for all family sizes, further to assist those with high shelter costs;
- special enhancements and improvements for physically and mentally handicapped residents, including

reimbursing these recipients for their fuel costs.

**A \$2-million winter shelter and assistance program to provide help to disadvantaged people throughout Ontario.** The program is being developed in partnership with church leaders and municipalities.

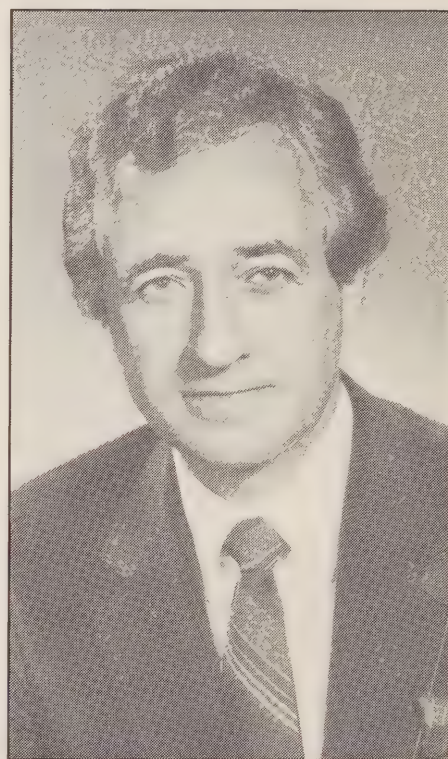
A total of \$1.25 million of the \$2 million will go towards providing emergency shelter and assistance to those in need this winter. Under this program, introduced last winter, the ministry provides churches participating in the emergency program with funds to operate various emergency winter shelter and assistance projects including: emergency hostels, drop-in centres and emergency assistance programs for food and other necessities.

The remainder of the \$2 million will go towards the development and establishment of a second Ecuhome project in Metro Toronto. The first Ecuhome project was launched in the Parkdale area of Metro last April in co-operation with Metro ecumenical leaders and the Incorporated Synod of the (Anglican) Diocese of Toronto as a pilot project to provide ongoing shelter and assistance to disadvantaged people in the area. □

## Trustees wanted

**M**arilyn Hohner, of the Stratford office, is looking for ideas and programs that have been successful in encouraging responsible adults within the community to become trustees on behalf of clients. If you have a good program for recruiting and training potential trustees, call her in Stratford at 271-1530 or write to: Marilyn Hohner, Local Administrator, MCSS, 194 Ontario Street, Stratford, Ontario N5A 3H4. □

## New Assistant to Minister: Jim Gordon



Jim Gordon, MPP for Sudbury, has been appointed Parliamentary Assistant to Minister of Community and Social Services Frank Drea. He replaces Andy Watson, MPP for Chatham-Kent, who has been appointed Parliamentary Assistant to Minister of Energy Philip Andrewes.

A former Mayor of Sudbury from 1976 to 1981, Mr. Gordon was elected MPP for Sudbury in March, 1981. In September of that year, he was appointed Parliamentary Assistant to then Minister of Health Dennis Timbrell.

In this role, Mr. Gordon was responsible for bringing in the new Health Protection Act, a piece of legislation which incorporated and updated Acts that dated back over a hundred years. He was also involved in the development of air ambulance services to link isolated communities in Northern Ontario and in helping to improve mental health services in the province. □



# James Damer

33 years a child-care worker,  
"Mr. Paladin" relied on  
common sense and experience

by Sue-Ann Levy

**T**hroughout his 33 years as front-line worker and assistant superintendent at the Observation and Detention Home at 311 Jarvis Street, James Damer made it his business to approach even the most difficult of situations with a sense of humour.

It was his ability to laugh at things that earned him the nickname, "Paladin", after the lead character in the 1960 TV series, "Have Gun, Will Travel".

"I used to pull imaginary guns and the kids would try to outdraw me," he said, "after a while I got to be known as nothing but Paladin." For a time this character became so identified with Mr. Damer that during court hearings judges would ask, "who is this Mr. Paladin?"

"There was a belief that I actually was Paladin in the TV show; that I just did the work at the O and D Home part-time and went out at night to film the show", he added.

Although this nickname "died" some eight or nine years ago along with the popularity of the TV series, Mr. Damer's reputation as a child-care worker genuinely concerned about the welfare of his "children" did not.

This is because he always felt it his responsibility to treat people with the same simple decency he would expect to receive. By adopting this approach, Mr. Damer hoped to present a role model to the children assigned to his care.

"A detention worker can have some small part in forming the child and if you're a fair and just human being, that's bound to rub off," he says. "The real satisfaction is when you stand for some of the values you think are right and the kids recognize something in you they want to emulate."

What he often cites as an example of such behaviour is dressing appropriately, or not using vulgar language. But the most essential thing, he notes, is meaning what you say.

"What is important is that you don't lie to your kids and don't promise anything you can't deliver," he said, "it has to be established right at the beginning that a kid can trust you."

He emphasizes this development of

trust as the prime objective of a detention worker, who may only be with the children an average total of some five to six days.

"What it really comes down to, is that you're looking after the children temporarily as a sort of surrogate parent. And because being locked up is traumatic for them, you in the role of parent have to allay or lessen their fears and anxieties.

"By gaining their confidence and putting them in an easy frame of mind, they will be more willing to accept things."

A basically simple but sound philosophy for a man who preferred to rely on innate common sense and experience rather than the most current child-care theory or practice in making decisions as to what was best for his "children".

Besides, as he notes, he just genuinely loves working with kids. In fact, it was in recognition of this special interest in children that he was given the opportunity to join the Jarvis Street Detention Home.

After a stint in the army during World War II, Mr. Damer returned to Toronto to become a high-school teacher. However, through a contact in the social services field, he was referred to 311 Jarvis.

"When the job came up with the O

and D Home, I took it for what I thought would be a short time," he told me, "but I really liked it and felt there was some kind of need there."

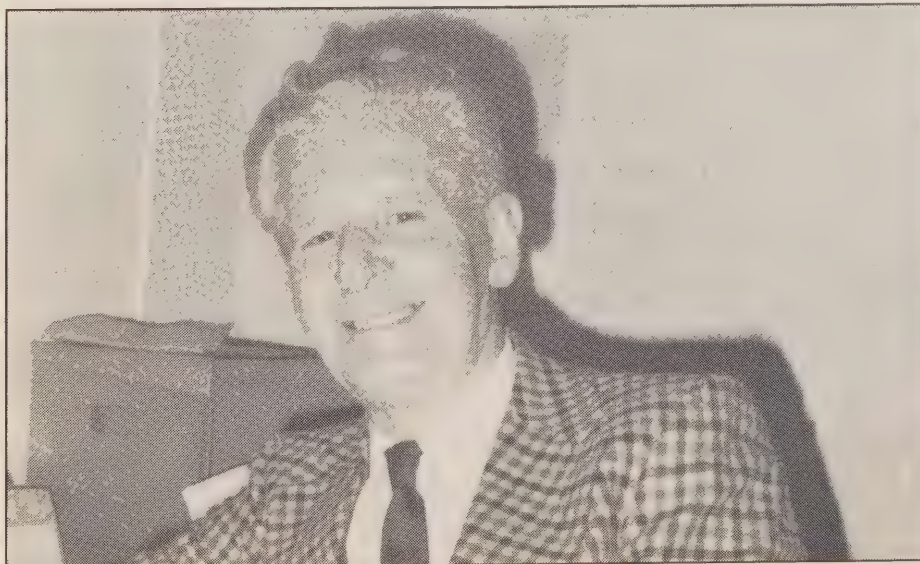
For seven years, he worked "on the line", responsible 24 hours a day for the safety and well-being of the children. But before he knew it, he was promoted to assistant superintendent with more administrative functions and less on-line activities. This distancing from the "line" is what prevented him from seeking out other management opportunities.

"The interesting part of this business is the daily contact with the children and, as assistant superintendent, I missed much of that challenge," he says. "That's why I never moved up any higher, because the higher you go, the more removed you get from the children."

Mr. Damer is quick to point out that one of the more interesting and challenging aspects of his 33 years at 311 Jarvis Street has been adapting to changes in the type of children who have come through the home.

He notes that when he first started, 311 Jarvis Street was the only detention home in Toronto, which meant that they got every kind of problem imaginable.

"There were kids in trouble with the law, or in need of protection, and kids charged with vagrancy," he told me. "We've not only handled those 'acting out', but emotionally disturbed kids as



James Damer



well. In short, we had a real mix of kids."

With few limits to the kinds of behaviours sent to detention during the '50s and '60s, he saw children as young as eight years and reaching 2,000 to 3,000 in number a year pass through the home. In the last few years, the home has admitted about 1,500 to 1,800 children a year, all between 12 and 16 years of age.

"In the old days, detention was used too much. Probably two-thirds of the kids didn't need to be there," he said.

The onset of the '60s, as Mr. Damer reminisces, brought a new and rather unexpected type of problem to 311 Jarvis Street — the drug abuser.

"The famous '60s is when we first saw drugs and that element really caught us unaware," he said, "I mean, how could we deal with a kid who was 'coming down'. In the end we learned to cope with the problem."

He emphasizes, however, that although the kids of the '60s were a tougher breed, with many on the move, they tended to understand why they were in detention and were more willing to "take their medicine".

"By contrast, the kids of today have no concept of why detention is necessary and just don't feel the consequences of being locked up," he says. He attributes this to the more complex nature of today's society and the fact that many kids don't really know where they fit in.

"When I was young, you knew your role as a kid but now children have so many pressures from other areas that they're being robbed of their childhood," he said.

"Many haven't been subject to any limitations and just aren't listening to their families so much."

The result of all of this, he claims, is that children currently coming into detention are from a cross section of backgrounds (not just the deprived, but also those who have seen too much) and represent a range of more violent crimes.

"In the old days, our needs were simpler but kids today aren't needed by their families to the same extent," he says, "so we pay a price for all the so-called advances we make."

In line with these changes in the mix of children and their problems, Mr. Damer suggests that the home itself has undergone some significant transformation.

In the first place, during his 33 years at 311 Jarvis Street, he has seen the administration of the home "change hands" four times (it was first operated by the City of Toronto and then Metro, until it was transferred to the Attorney General in 1966 and finally to the Ministry of Community and Social Services in 1978).

In the early days of his career, he recalls that the O and D Home was a big old brownstone house with a garden and a kind of stately charm. Up to 20 children could be held in residence at one time.

"Even with the security provisions, the building had a certain warmth, almost like a family home," he said, "and in those days the kids had to do the household

chores — dusting, cleaning and tending the garden."

The interesting thing about that period, he notes, is that they had very little in the way of equipment, since most games were considered frills. This often forced them to improvise.

"Municipal politicians had a hard time accepting our need for equipment, so we had to beg, borrow or steal in the old days. I remember that the staff threw in \$10 each to buy the first pool table, which would be unheard of now."

"We began to get called names like the 'Jarvis Street Hilton' but, after all, if you have children 24 hours per day, you can't just let them sit looking at each other. So we devised simple, rugged table games which lasted for years."

By 1957, a new building was constructed on the site. Now the O and D Home had capacity for 60 children and plenty of new equipment, but the setting was almost institutional.

"It was nice to come into this place and see such things as a gymnasium, but it was kind of sterile," he said, "the walls weren't painted and the windows were sealed."

Although his retirement officially began this past March, Mr. Damer is not quite ready to leave the home and its many memories behind. In fact, he is now fulfilling a one-year contract with the home's wardship planning unit.

As he notes, this involves responsibility for assessing kids once they are made training-school wards by a judge. "In other words, we would decide if a child warrants training school or some alternative placement such as a group home."

Perhaps one reason why Mr. Damer will always consider the home a special place, besides the many memories of the children and the incidents involved in working with them, is that this is where he met his wife, Mary. She was the home's arts and crafts teacher, he explains, and it was his own special interest in art that "drew" them together.

As a matter of fact, Mr. Damer claims that being involved in creative endeavours with the children was one of his favourite parts of the job.

"By making and creating together with the children, we let our imaginations run wild and I found that the kids would become freer and easier in this creative environment," he says.

"They would let their inhibitions run free. And many proved to be very funny characters."

In the entrance to the home's living quarters, there are some six line drawings depicting various humorous scenarios at 311 Jarvis Street. The artist: James Damer.

A man with a keen wit and some very obvious creative talents of his own can't help but provide a good example. □

## Dr. John Hull In Memoriam



**T**he tragic and untimely death of Dr. John Hull, Manager, Policy Development for the Developmentally Handicapped, occurred on June 2, 1983, aboard the Air Canada flight from Dallas to Toronto that caught fire and made an emergency landing in Cincinnati. He was returning from the American Association on Mental Deficiency Conference in Dallas. He was 44 years old and is survived by his wife, Caroline Anne.

John Hull came to the Ministry of Community and Social Services in 1979 from Manitoba. He had held several policy development positions there after graduating from the universities of Manitoba and Chicago with graduate degrees in both clinical psychology and sociology.

Dr. Hull had already achieved much in his short career. He was justifiably proud of certain accomplishments in particular, such as the development of a children's residential services model in 1980 and much of the design work for the Special Needs and Special Services program for developmentally handicapped children. More recently he had completed work on adult residential services and the workshop review consultation papers.

A commemoration service, attended by former colleagues and friends, was held in Hart House, at the University of Toronto, on June 24. □



# The VON - 86 Years of Community Service

by Peggy Butler

**M**inistry employees don't usually think of themselves as being on the receiving end of the programs and services we and our related agencies provide or fund. But during this past summer I had good cause to be grateful for the existence of at least one of them. Sent home from hospital after major surgery, with an infected wound that had not yet healed, I was anxious and fearful. For the next three weeks, the daily visit of a member of the Victorian Order of Nurses (VON) to dress the wound and advise me on my progress made me realize, on a personal level, just how important this community service is.

The VON is a non-profit, voluntary, community health organization. It has been in existence for over 80 years and now has 69 branches across Canada, with more than 1,200 full-time registered nurses in addition to many hundreds of nursing and home health aides, support staff and volunteer helpers. Each branch is autonomous and responsible for its own financing, which comes from a variety of government and private sources.

In Ontario, where the VON has 33 branches, the largest portion of the order's income is provided by the Ministry of Health. Funding comes also from the Ministry of Community and Social Services, largely for clients who qualify under the Homemakers and Nurses Services Act. Other financing includes allocations from the United Way and other voluntary donations, insurance companies, municipal and provincial grants and direct payments from patients not covered by an insurance plan. Fees are charged on a sliding scale, based on ability to pay, and no patient is denied care for being too poor to afford a fee.

VON nurses treat medical and surgical conditions, care for the chronically ill or infirm, for patients convalescing from operations, accidents or strokes, and for mothers and babies. For all patients, but especially for the elderly and disabled, nursing in the home provides an alternative to institutional care and allows them to maintain their independence as long as possible. And by providing professional nursing care in the home, the VON makes earlier

discharge from hospital easier for many other patients – freeing up beds and greatly reducing the cost of patient care.

The order works closely with other health and welfare agencies and in the larger centres, such as Toronto, is part of a team which may include homemakers, occupational and physiotherapists, nutritionists and social workers. In smaller centres, the local VON branches may themselves administer homemaking and meals-on-wheels services, occupational health counselling, nursing home placement programs for senior citizens, hospital referral, friendly visitor and family support services, school health and other preventive programs.

My own experience led to a new interest in a service which until then had been just a name and I recently spent a morning with "my" VON nurse, Cynthia Honhart, on her rounds to learn what the program means to the people it helps.

Mrs. Honhart comes from British Columbia, where she received her training as a nurse. At the start of her career she worked in hospitals in Victoria and in the United States, but five years ago she joined the VON in Toronto.

"Hospital nursing wasn't for me," she told me. "It is too impersonal and there's too much technology; a patient stays for a week or two and then there's another stranger in the bed."

"I wanted to work more closely with people than is possible in a hospital setting and for me the VON has provided that opportunity."

"Our role is really a combination of nurse, social worker and visiting friend and we are able to build up a relationship that is important both to the patient and the nurse."

She imparts a sense of warmth and gentleness and on our round together she was greeted like a friend by her patients, who chatted away while she was carrying out her duties, telling her their news, joking, or asking for advice with their problems. And I could observe the satisfaction derived by the nurse from meeting and assisting people whose courage and determination leaves them undaunted by life's misfortunes.

Our first call, at 8 a.m., was to Jane Graber, who lives on a disability pension in the Senator David A. Croll Apartments on Bloor Street West. Formerly the controversial Rochdale College, the building was five years ago turned into an apartment complex to house young couples, senior citizens and a number of disabled people. The VON is one of the agencies which makes it possible for many of the tenants to live there on their own.

Jane Graber was born in Northern Ontario, in South Porcupine, where her father was a policeman (he later became chief of the Mattawa Police Force). Her twin sister, Joan, was just fine, but Jane had cerebral palsy and she spent most of her earlier years in and out of hospitals and institutions, undergoing operations and treatment to help her function as independently as possible.



For many disabled people, like Jane Graber, the daily visit of a VON nurse can make the difference between independence and living in an institution.





Thanks to the help of the VON and other agencies, and her electrically-powered wheelchair, Jane Graber is able to live in her own apartment.

By the standards of "normal" people, that "independence" may not seem very great, but it means the world to Jane. She suffers almost complete immobility. She can move her legs a little, but not sufficiently to stand or walk on her own. She has little movement in her arms, although she can perform certain simple tasks with her left hand. She is amazingly mobile in her new electrically-powered wheelchair, but she can't go to bed or get up on her own, wash, dress or brush her hair and must rely completely on others for these everyday things.

Every morning a VON nurse comes in to help bathe and dress her and, once a week, to wash her hair. Every night a volunteer from a church group comes in to help her get to bed. On Fridays a homemaker cleans the apartment, does her laundry and shops for groceries.

The difficulties and complications of such a lifestyle would be too much for most of us, but Ms Graber is proud of the long battle and the persistence which has brought her this coveted independence. And she is grateful for the community services which help to make it possible.

Although her speech is somewhat slow and slightly slurred, she is never at a loss for words and has a robust sense of humour and not the slightest hint of self-pity.

"Any time I feel impatient," she says, "I just go for a long walk in my wheelchair to work off my frustrations..."

Cynthia's next visit is to Mrs. Lillian J. Denton, who lives in the same building and is a temporary patient. At 82 she still enjoys her independence and keeps her apartment spotless and shining, but early in September she fell on a sidewalk and broke her right arm. For six weeks, while her arm was in a cast, she needed help and under the Home Care Program of Metropolitan Toronto the VON and a homemaker came in twice a week.

Mrs. Denton was ready for our visit, chirpy and more than willing to talk about her long life. She was born in the Montreal area, where her father was a farmer. In 1942 she married George C. Denton, a lawyer in government service, but their marriage was to be short-lived. A year later her husband was killed while serving overseas with the Canadian forces.

She didn't believe in "just sitting around", so for 12 years she worked as a volunteer with Dr. Wilder Penfield, the world-famous Canadian neurosurgeon, helping in the production of a journal at the Montreal Neurological Institute.

Mrs. Denton still doesn't believe in sitting around – she does all her own housework, washing, ironing and cooking, and also belongs to a craft group. And she's grateful to the VON for making it possible for her to remain in the home she loves in spite of her accident.

An hour later Cynthia is knocking on a door on Spadina Road, where another of her "regulars" lives. Although Mr. Abraham Weintraub turned 92 on November 2, he looks 20 years younger and his energy would put to shame a

much younger man. He is slowed down a little by his legs, which are ulcerated owing to poor circulation, but he still walks regularly to the Shaarei Tzedec Synagogue at the corner of Markham Street and Ulster, where he is a reader.

The "Russian Schul", as it is known, was the first synagogue to be built in Toronto. Mr. Weintraub told me with some pride. And he was looking forward eagerly to the birthday party the

## his main concern was still the welfare of his brothers and sisters...

congregation was planning for him.

While Cynthia changed the dressings on his legs, he regaled me with details of his remarkable life story. He was born in Poland in 1892, the eldest of 12 children. Because his family was poor and education was not free, he was the only one to be sent to school.

"When I returned from school, I would first do my homework, then I had to teach my brothers and sisters what I had learnt that day," he told me. That strong sense of family responsibility dominated his life for many years.

In 1916 his father died and he became the breadwinner. But in the meantime, after World War I broke out in 1914, he had gone off to fight with the Russian army. He was captured by the Germans and sent to a prisoner-of-war camp in Austria.

"In those days, the prisoners had to pay for their keep and were given the



Cynthia Honhart is welcomed by one of her "regulars", 92-year-old Mr. Abraham Weintraub.



chance to work in factories to earn the money," he reminisces. "As a result, I learnt the leather trade as a prisoner of war and that is what I went into when I returned to my home in Poland."

But his main concern was still the welfare of his brothers and sisters and helping them to emigrate from Poland. First, two brothers went to the United States and two sisters came to Canada. Later other members of the family were able to join them. In 1922, a week after he married a friend's sister, his mother left for Canada. At last, in 1929, he too emigrated with his wife Rita and their two sons.

"I sold my leather factory and we came to Canada first class," he recalls with satisfaction. But life in the new country was not easy. He and his wife spoke no English and had to attend night classes to learn the language before they opened a grocery store on the corner of Major Street and Ulster. Later they owned a store at Bathurst Street and St. Clair.

"Those were the years of the great depression and there was little business. But we made a living and we settled down."

Their two sons went to Harbord Collegiate and then to university. Both became scientists — Dr. Marvin Weintraub now lives in B.C. and Dr. Jerome Weintraub, in Alberta — and Mr. Weintraub is proud of their achievements and of his eight grandchildren and three great-grandchildren.

In 1954 his wife died. A year later, through a number of coincidences, he met and married the girl he was in love with in his home town before World War I. She had married someone else and had left Poland to live in America. Now a widow, she visited Toronto to attend a family celebration. The second Mrs. Weintraub died in 1980.

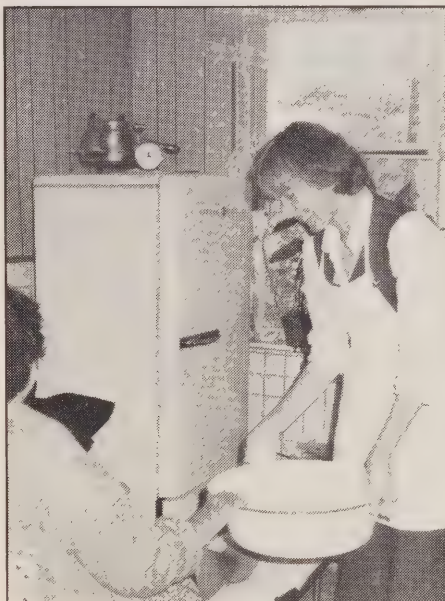
Although he now lives alone in the house on Spadina Road, Mr. Weintraub takes an active interest in the affairs of his synagogue and community, and has a smile and a joke to greet the daily visits of the VON nurse and the Baycrest volunteer who delivers a hot meal at midday.

## much less costly than care in a nursing home

Cynthia Honhart, whose area takes in part of the downtown core, sees many elderly patients still living in their own homes. They are fiercely independent and dread the thought of having to go into an institution. Like the 88-year-old blind woman who lives alone in a three-storey house on Bathurst Street.

"It has been her home for 40 years," Cynthia told me. "She knows that house like the back of her hand and she's determined to stay there."

But in order for her to do that, she must have outside help. A homemaker comes in every day and a VON nurse visits once a week, to give her a bath and to check on her progress. Her children have grown up and scattered and for them, too, these visits are important — they have greater peace of mind knowing that their mother is not alone and helpless. And, for the taxpayer, it is much less costly than care in a nursing home would be.



Visiting nursing care makes it possible for many elderly people to remain in their own homes.

The Victorian Order of Nurses was set up in 1897 by the National Council of Women as a result of two resolutions presented at their annual meeting that year. One, from the local council in Vancouver, asked that nurses be supplied to the outlying districts in the far West. The other came from the local council in Halifax, asking that a national nursing service be inaugurated in commemoration of Queen Victoria's diamond jubilee.

Lady Aberdeen, wife of the Governor-General and president of the National Council of Women, was chosen as president of the new order and personally undertook to organize it. A dynamic and public-spirited woman, Lady Aberdeen had been active in promoting visiting nursing in Britain and through this work had become personally acquainted with Florence Nightingale, who wrote to her with encouragement for the new Canadian venture.

Miss Charlotte MacLeod, a Canadian nurse at the District Nurses' Training Institute of Waltham, Massachusetts, was brought to Ottawa as the first chief superintendent of the Victorian

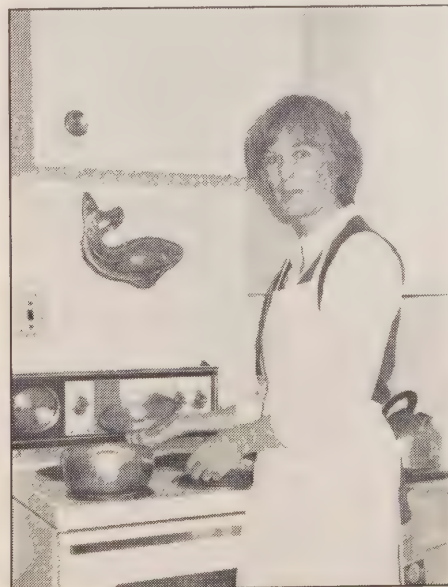
Order and the first 12 nurses were admitted at an official ceremony in November, 1897.

The organization went ahead so quickly that five months later, in April, 1898, the order was able to send four VON nurses to accompany the Canadian government expedition to the Klondike.

The first branches were set up in Ottawa, Toronto, Halifax, Vancouver and Kingston. Then the order responded to requests from remote pioneer districts in the West, where the nurse had to travel long distances on horseback and sleigh. Under these conditions visiting nursing became impractical, so the VON offered to establish cottage hospitals to which sick settlers could be brought.

Lord Aberdeen's successor as Governor-General was the Earl of Minto and his wife, too, took a personal interest in the struggling order. Starting in 1901, Lady Minto directed her energies towards raising a fund for the cottage hospitals, which were staffed by VON nurses. A total of 44 hospitals were established in isolated areas from the Pacific Coast to Labrador. Then, as the country developed, local groups were able to assume responsibility for hospitals and the VON withdrew from this phase of its work. The last Victorian Order hospital was turned over to local authorities in 1924.

So, serving through typhoid and influenza epidemics, local disasters and in two world wars, the story of the Victorian Order of Nurses has been and remains closely linked with the history of Canada and with the growth of public health and community service. For a short time this year, it made a big impact on my own life and I met and talked with a few of those people for whom the VON and related programs mean precious years of remaining independent.

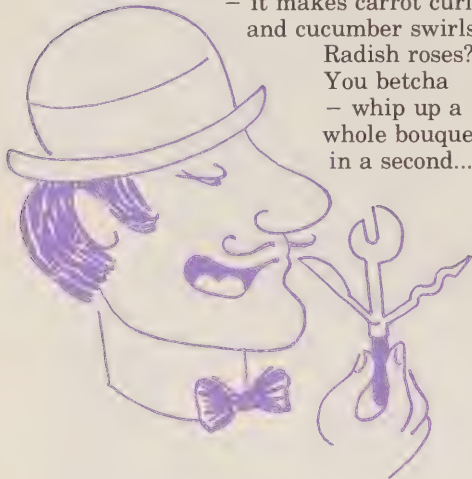


Cynthia Honhart sterilizes instruments in a patient's kitchen.



# Tips from the super salesmen

**"S**tep right up ladies and gentlemen! Take a look at the Handy-Dandy Kitchen Dabster! It slices — it dices — it makes carrot curls and cucumber swirls. Radish roses? You betcha — whip up a whole bouquet in a second..."



The pitch continues. And the salesman demonstrates, somehow miraculously escaping the slicing and dicing of his thumb.

This selling technique, or presentation, works well because the salesman knows his audience and aims his humorous patter unerringly at their wallets. Also, the potential customers can see that the Handy-Dandy Kitchen Dabster does indeed perform as promised, at least until they get it home.

But what about selling ideas? What about selling a concept to a group such as a community board, a service club, a special committee or Management Board of Cabinet? This is a task that faces many public servants.

The product isn't concrete. You can't slice and dice with it, but you can, with well-selected words and pictures, illustrate it. You can bring your proposal alive in a presentation that can make the difference between rejection and a sale.

According to John Arnold, a Toronto advertising and public relations consultant, a presentation is a performance. It must inform, it must persuade and it must entertain. The key is preparation.

Last summer Mr. Arnold conducted a one-day seminar in Toronto for senior information and program personnel who give presentations regularly to groups both in the community and within the government. It was sponsored by the Council of Communications Directors.

Mr. Arnold stressed the necessity of knowing your audience.

"You wouldn't make a 'cold call' on a buyer without knowing something about the buyer, the buyer's needs, or the product or service that you're selling. The same situation is true when you make a presentation," he said.

He offered an audience analysis checklist with six major points:

- What kind of persons will make up

the audience? Are they young or old, male or female? Do they have special interests or special knowledge? Will they be hostile or friendly? Mr. Arnold suggests the presenter adopt a "listener orientation." How would you feel if you were in their position? Get to know your audience. Talk to them beforehand. Determine their needs.

- How large will the audience be? This will determine the style of the presentation as well as what visual aids are needed.
- How much time will you have? Mr. Arnold warns that the time limit should never be exceeded. He suggests that about 130 words a minute is an effective delivery speed. Remember that time must be allowed for introductions and the use of visual aids.
- How should you dress? Appropriately for the occasion, of course, but watch for distractions such as a bracelet clinking on a lectern.
- What are the physical arrangements? Always check the room out beforehand. Do you want a lectern? Is it the right height?
- Who are the other speakers and what are their topics? Mr. Arnold urges presenters to be extremely conscious of repetition.

Getting to know your audience was also a major component in a recent presentation with the intriguing title: "The Secret of Success for Management Board Submissions."

It was given by Lyn McCordic, director of the Resources Development Branch of Management Board of Cabinet. Her presentation to women employees of ministries in the Resources Development Secretariat was sponsored by the Affirmative Action Program.

She explained that although the full Management Board meets on Tuesday mornings, important recommendations about the majority of submissions are prepared prior to the formal meeting of the board.

"The 'audience' or client for which a ministry submission to Management Board is being prepared, in 90 per cent of cases, is the Management Board officer in the secretariat who analyzes the submission and then takes his or her analysis before the chairman," Ms McCordic said.

This presentation to the chairman of Management Board occurs the day before the full board meets, and the chairman will make a preliminary decision on these items, for ratification by the board the next day.

"If that officer has been convinced of the legitimacy of the submission which you've made, there is an excellent chance that your submission will be supported by the officer and a positive recommendation will be made to the chairman," she said.

"And obviously the reverse is also true. Having said that, there are many factors which may lead to another decision being made by the chairman and the board. Policy issues and other factors which are relevant to ministers of the board can also come into play."

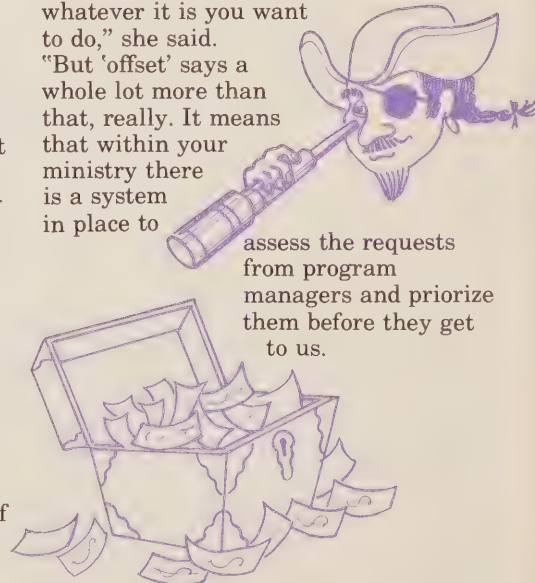
Thus the key "audience" in preparing a Management Board submission is the officer in the secretariat. How do you sell to this person?

Before Ms McCordic's presentation, she asked a number of Management Board officers what they looked for in a submission and high on the list were "offsets".

"Offsets, in Management Board shorthand, means you have found the dollars to do whatever it is you want to do," she said.

"But 'offset' says a whole lot more than that, really. It means that within your ministry there is a system in place to

assess the requests from program managers and prioritize them before they get to us.



"It means, basically, that you have already sold your own senior management on your program and that the ministry as a whole is behind your request," she said.



Other items on the officers' lists were:

- Information – at least two pages of background to show the homework has been done.
- An organized presentation – outlining the problem and listing benefits, alternative solutions, the best solution and an action plan.
- Some evidence that it works – “Don’t ask me to trust you – I can’t sell the submission that way.”
- Consistency – a submission that says one thing on Page 1 and another on Page 4 has little chance of success.
- Who would be affected by the program and have they been consulted?
- Results – “Management by Results is an idea whose time, believe it or not, has come.”

Ms McCordic also urged the authors of submissions to involve Management Board officers early in the process.

And she again quoted from some officers:

“Take me on visits, involve me early.”

“Be candid – don’t hide crucial pieces of information.”

“Help me be your ambassador before the board – don’t force me into long hours of searching for that crucial piece of the puzzle.”

Ms McCordic reminded her audience that Management Board staff “are people, too.” It won’t damage a submission to sell it on a personal level as well. How about lunch?

The audience at the women’s seminar also heard from C. Jane MacLaren of C. Jane MacLaren/Strategies Inc. She outlined the differences and similarities of marketing in the private and public sectors.

She said that, in government, there are two clients – members of the public who are the ultimate consumers of the program and those in the government who must approve the program before it can be implemented.

And, she stressed, each client has different needs, and these needs must be addressed.

The women’s seminar audience also heard how best to make presentations to BILD, the Board of Industrial Leadership and Development. Blair Tully, Secretary to BILD, explained that unlike Management Board, BILD operates with a small secretariat of four, and has no standard forms or written applications. BILD is a cabinet committee of nine ministers. It is chaired by the Provincial Treasurer and its mandate is to direct the government’s capital

investment strategy.

“When you come to BILD, we are the client,” said Mr. Tully. He stressed that a presentation must be prepared with consideration to BILD’s priorities. What is your project’s contribution to economic performance and job creation?

Is it compatible with other BILD initiatives? What is its cost efficiency and return on investment?

BILD is looking for ways to help to encourage the private sector to make the most of opportunities in technology and for ways for the government to “maximize the economic development potential of the things it does, such as resource management, training institutions, transportation networks and the public infra-structure.”

Mr. Tully also urged the audience to sell proposals first in their home ministry and then to ministries which are going to have an interest.

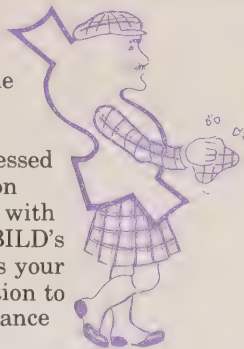
“Make sure your minister is on your side and that he is going to sell it to his colleagues for you.”

And he had these words of encouragement: “One of the secretariat’s functions is encouraging and assisting ministries to develop proposals for the BILD ministers. It is therefore in our interest to have proposals come forth which, in substance and in form, stand a good chance of winning approval.”

Key tools in many presentations are visual aids. But like any tool, they can be misused. Most of us can recall those memorable meetings where the slides – and the speaker – went on, and on, and on. The total audience expenditure of energy and willpower in keeping awake was incredible. There were powerful fantasies of the speaker’s tie being seized by the slide-changing mechanism and choking him into silence. There were prayers for an electric power failure – or at least a burned-out bulb.

And, meanwhile, most of the audience was missing the message.

John Arnold’s presentation on effective presentations dealt in some detail with keeping your audience involved by using visual aids such as overheads and slides.



He said a key benefit in using visual aids is that they make the message multi-media. By involving both sight and sound, they enable the presenter to control the listeners’ attention. And this, he said, increases the chance of the message being retained.

Other benefits include the fact that they force the speaker to stay on track and they save time.

Mr. Arnold warns, however, that words or figures must be limited.

“Too many words force the listener’s attention away from the speaker. The listener can read up to 10 times faster than the communicator can speak.”

The presenter can create anticipation in the audience by setting up the visual aid but not revealing what its message will be. Such an introduction would be: “In 1982, we introduced this program and here are the results.”

Mr. Arnold also urges the use of pictures. A dollar sign can mean profits or expenditures. Arrows can indicate direction. Simple charts with contrasting colours can complement, rather than compete with, the speaker’s message.

Another useful technique is the “build-up”. An example would be a series of slides with wedges of a pie chart which build to the completed pie.

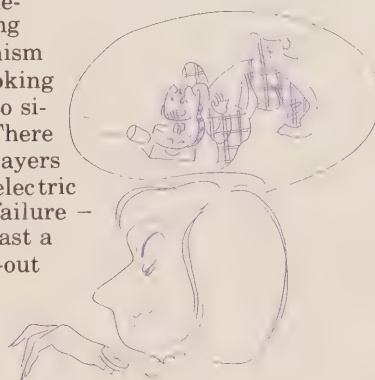
Mr. Arnold had several “house-keeping” tips. The speaker should arrive early and check out the seating arrangements, the sound system, lights and the projector. And don’t forget spare bulbs and extension cords. And, if there’s time, make a quick run through the slides to make sure they are in order and are properly placed. No upside-down images, please.

Mr. Arnold concluded by reminding his audience they are not paid to give professional slide shows. The show should *assist* in the presentation of the main message.

“Don’t forget to ask for the action that is the purpose of your presentation,” he stressed.

And take note of the super sales persons who slice and dice their way through the fall fair and exhibition circuit every year. They, too, know the importance of speaking directly to their audience, of making eye contact, of using humour and “visual aids” in making presentations. And they are certainly not shy about “asking for the action that is the purpose of their presentation”.

Lessons in the techniques and psychology of effective presentations are available both inside and outside the seminar room. □





# Frank Drea

## visits the North

by David Grossman

**Y**oung and old alike have reason to celebrate in Northern Ontario. Here's why.

In Fort Frances, one of the oldest homes for the aged in the province is getting a major facelift, while another project will see a unique experiment link child welfare services to those in children's mental health. And women and children who are victims of physical abuse and violence will soon be able to turn to family resource centres for assistance. Four of 12 such facilities to be built in the north are under construction in Sioux Lookout, Black River/Matheson, Sturgeon Falls and Mindemoya.

These announcements were made by Minister of Community and Social Services Frank Drea, during a 48-hour visit he made to the north in November, involving sod-turning ceremonies in five cities.

The 31-year-old, wood-and-stucco-framed Rainycrest Home for the Aged in Fort Frances will be torn down and replaced by an \$8-million, brick-and-concrete structure accommodating the same number of beds — 100 for extended care and 68 for residential care.

"Seniors in the District of Rainy River will now be able to enjoy the comfort of modern single- and double-bed accommodations replacing the present four-bed rooms," said Mr. Drea. "In addition, this facility will house an assortment of services such as craft rooms, beauty shops, a bank and various outreach and social programs."

"It has taken some time to finalize everything, the plans and designs, and to keep it all within the budget, but what we will have is something we are very pleased with and proud to have in this area," said Annette Franceschini, chairman of the home's board of management.

The new single-storey Rainycrest home will be completed within 18 months and should be ready for occupation early in 1985. About 100 people are expected to be working on the building at any given time. The Province of Ontario will contribute \$4.5 million, while the remainder of capital costs, \$3.5 million, is to be shared by the 15 municipalities of the District of Rainy River, serving a population of about 24,000 people.



Frank Drea (second from left) seen on the site of the new family resource centre being built in Sioux Lookout, with Bev Edstrom, of the Women in Crisis Committee in Sioux Lookout, John Parry, mayor of Sioux Lookout, and Mickey Hennessey, MPP for Fort William (far right).

The government funding is under the Capital Projects Acceleration program, which is the major job-creation project administered and co-ordinated by the Board of Industrial Leadership and Development (BILD).

In addition, Mr. Drea announced that \$75,000 will be made available for a new district-wide home support program for seniors, providing additional services as an alternative to institutionalized care. The Minister said the program, to be operated by Rainycrest, will assist seniors in the community with services ranging from preparation of meals as well as taking people to the doctor, seasonal work and some shopping and cleaning, so they can stay in their own homes.

In another project, "Family and Children's Services of the District of Rainy River" (which the ministry helps fund to a total of about \$1.5 million) is the new name given to a number of specialized services aimed at strengthening the family structure.

Ron King, executive director of the FCS, says the newly-created model of service will bring various programs under one roof, augmenting the new \$488,000 community-based children's mental health service program. Mr. King said the services, now operating in three district locations, will provide services ranging from the child welfare activities now incorporating children's mental health, as well as infant development programs for the developmentally handicapped and other related services.

In child welfare, the ministry provides \$833,197, the funding for the children's mental health service is \$488,200, and services for the developmentally handicapped total \$146,500.

As part of the development of service integration, the FCS have completed lease arrangements for a new head office situated in downtown Fort Frances. It is expected that the organization will relocate in the new building

by September, 1984 at no additional cost to the province or municipalities.

"We'll continue to operate satellite facilities in Atikokan and Rainy River but this set-up, in Fort Frances, will provide our clients with everything," Mr. King said. "In addition, we'll look into other services and explore ways of further enhancing a spectrum of programs for our communities."

Mr. Drea also emphasized that a wide range of professional services and programs will be made available to "identify, diagnose and treat troubled children and their families".

"This concept is very exciting and has never been tried in this area," added Mr. Drea. "There will be preventative mental health services for children, it will be community-based, all services will be co-ordinated and any troubled child within the district will be able to access this service."

As for the family resource centres, each will cost about \$140,000 to build, with operating costs shared between the ministry and the municipality.

The minister told each of the communities he visited, "we're determined, once and for all, to help those who are unfortunate targets of family violence. In doing so, emergency shelter and support services will be provided for them".

Moosonee, Kapuskasing and Geraldton are among the additional eight centres, four on native reserves, to be constructed within the next year. The reaction from local leaders to the establishment of the two-storey, eight-bed homes for temporary assistance received strong support and favourable response.

John Parry, mayor of Sioux Lookout, a community of 3,000 people located north-east of Dryden, had this to say: "Family violence is a serious problem that exists in our community and it's also something that we are out to prevent from spreading. We are de-



lighted the program is going ahead and are confident a centre of this sort will give people a temporary place of refuge while family disputes are settled."

Guy Savage, town clerk of Sturgeon Falls, said the community has attached a great deal of importance to its latest acquisition.

"We are convinced there is a serious need for this kind of centre here and no one will be turned away," he said. "The facility will be primarily for disadvantaged women, particularly those who have been victims of family violence."

The Sturgeon Falls centre, to be known as Centre de Ressources Familiales, will be run by the town in partnership with the ministry and the Nipissing District Social Services Board.

In Black River/Matheson, the reeve, Dr. Bob Killingbeck, says family violence is a disease that must be cured. "Women being abused is serious stuff here and it's even worse than many had originally thought. We need an emergency place where people can have a period to get things back together. Then, we have to work at wiping out abuse in general."

The Black River/Matheson family dwelling will be owned by the municipality but operated by the Timmins office of the Canadian Mental Health Association.

And in the Manitoulin Island community of Mindemoya, Kenneth Smeltzer, reeve of Carnarvon, reiterated an expression heard throughout the northern trip.

"Many years from now, a lot of children will be grateful that people were concerned enough to help them through some formidable times in their lives," he said.

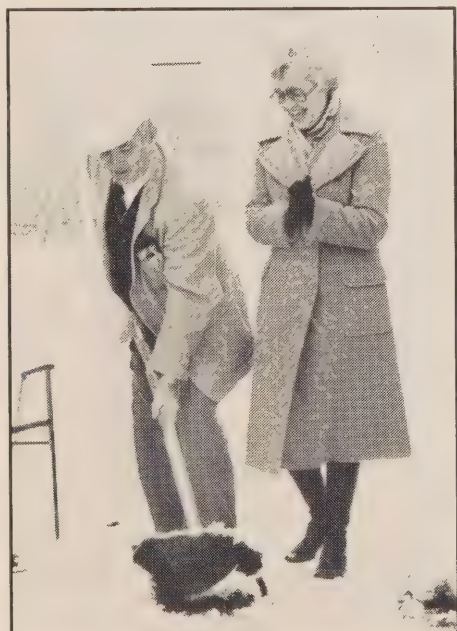
# 25 Years of Service



Two more employees of the Ministry of Community and Social Services have become members of the Ontario government Quarter Century Club and were presented with certificates to mark their 25 years of public service.

Above: Al Lever, administrator of the Renfrew Local Office, presents Shirley Shaw with her certificate. Shirley joined the then Department of Public Welfare in 1958 and has served with the Renfrew Office since that time. She started as an income maintenance field worker, then became the municipal accounts examiner and her present position is that of parental support worker. Her daughter, Gloria Shaw, also works for the ministry, as an income maintenance supervisor in the Brockville office.

Right: Mac Sugimoto, Northern Regional finance officer, receives his 25-year-service certificate from Sandra Lang, Acting Regional Director. Mr. Sugimoto began his career with the Ministry of Natural Resources in Geraldton and remained with that ministry for 21 years, rising to the position of special projects auditor. Four years ago he transferred to his present job in the MCSS Northern Regional Office in Sault Ste. Marie.



Annette Franceschini looks on as Frank Drea performs sod-turning ceremony for the new \$8-million Rainycrest Home for the Aged in Fort Frances.







Volunteers from the community are an important and valuable resource in the activities carried out in the ministry's facilities for the developmentally handicapped and last summer there were a number of special events to honour volunteers and their contributions.

The Hon. Pauline McGibbon, Ontario's former Lieutenant Governor, attended Volunteer Appreciation Day at the Children's Psychiatric Research Institute, London. She is seen in the picture (third from left) with (left to right) Mrs. Eileen Deeley, Mrs. Yvonne Creamer and Mrs. Sarah Marcus. Both Mrs. Deeley and Mrs. Marcus have completed 22 years of active and continuous volunteer service at CPRI.



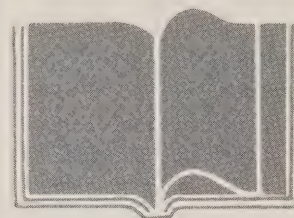
Deputy Minister Robert McDonald attended the Volunteer Recognition Day held at Southwestern Regional Centre, Blenheim. Here Mr. McDonald cuts the special "Thank You Volunteers" cake, assisted by 95-year-old Mrs. Grace Farnol, of Windsor, who has been an active volunteer at the centre for over 21 years.

Picture courtesy of the Blenheim News - Tribune



Another recipient of a special award was Patti Brown, who, despite her own physical handicap, is a weekly volunteer at CPRI. Speaking with her is Mrs. Alice McKee, former co-ordinator of volunteer services, who retired in 1983 after being associated with the facility since its beginning in 1960.

## Library Books



New acquisitions to the ministry library at 880 Bay Street in Toronto include the following:  
*Advances in Research and Services for Children with Special Needs*, edited by Geraldine Schwartz (Vancouver: University of British Columbia Press, 1983) 234 p.

*Children and Families in the Social Environment*, by James Garbarino (New York: Aldine Pub., 1982) 296 p.

*A Dictionary of Data Processing and Computer Terms*, by R. G. Anderson (Plymouth, England: MacDonald and Evans Ltd., 1983) 364 p.

*Fundraising for Early Childhood Programs*, by Matia Finn (Washington D.C.: U.S. National Association for the Education of Young Children, 1982) 75 p.

*Hospice Care: Principles and Practice*, edited by Charles A. Corr and Donna M. Corr (New York: Springer Pub., 1983) 364 p.

*Infants and Mothers: Differences in Development*, by T. Berry Brazelton (New York: Delta/Seymour Lawrence, 1983) 302 p.

*Job Hunting for the Disabled*, by Edith Marks and Adele Lewis (Woodbury, N.Y.: Barron's Educational Series, 1983) 262 p.

*Learning Disabilities in Perspective*, by Howard S. Adelman and Linda Taylor (Glenview, Illinois: Scott, Foresman and Company, 1983) 376 p.

*Meaning Well is Not Enough: Perspectives on Volunteering*, by Jane Mallory Park (South Plainfield, N.J.: Groupwork Today, Inc., 1983) 222 p.

*Schizophrenia in Focus: Guidelines for Treatment and Rehabilitation*, by David Dawson, Heather Munroe Blum and Giampiero Bartolucci (New York: Human Sciences Press, 1983) 190 p.

*Some Principles of Good Writing and the Library Search*, by Dorothy E. Bradbury, et al (Washington: U.S. National Association of Social Workers, 1980) 32 p.

*Woman-battering: Victims and Their Experiences*, by Mildred Daley Pagelow (Beverly Hills, Ca.: Sage, 1981) 287 p.

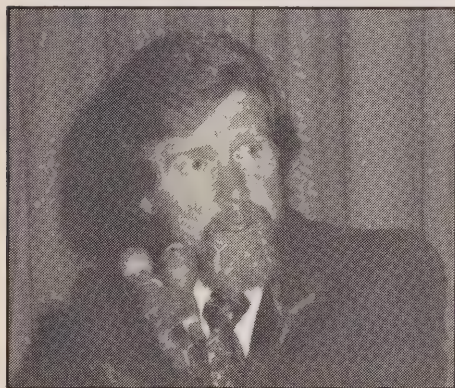


## Child Abuse Prevention Centre

by Prudence Whiddington

**W**ith a quiet sense of unshakeable determination, rather than with trumpets and fanfares, the Ontario Centre for the Prevention of Child Abuse opened its doors to give its first week-long training session on Monday, November 14, 1983.

"The child abuse problem is everywhere," said Dr. Robert Bates, chairman of the new centre's board of directors and director of the Child Abuse and Neglect Program at the Hospital for Sick Children in Toronto.



Dr. Robert Bates

"We know that it happens in cities and in the countryside. We need to look everywhere for child abuse. It's generally held that perhaps 800 to 900 per million population are hurt each year. That's a lot of pain and a lot of suffering."

First announced in August, 1983, by Minister of Community and Social Services Frank Drea, the centre was established by the ministry in co-operation with the Canadian Children's Foundation, a non-profit charitable organization actively involved in various projects to support disadvantaged children.

A fund-raising dinner in mid-November, coinciding with the first week of training, raised about \$45,000 to help the centre with its work.

Dr. Bates and Dr. Michael Thompson, executive director of the West End Creche and Family Clinic in Toronto, along with Canadian Children's Foundation Board members and ministry staff, had been planning the training programs and how best to integrate existing ministry child-abuse prevention programs even before the August announcement was made.

At the first training session, held at the centre's temporary premises, 12 professionals — from the social services, medical, educational, correctional, and legal fields — attended from the Renfrew, Windsor and Sudbury areas.



Dr. Michael Thompson

Three were with family and children's services or children's aid societies, four were in the nursing profession, there were two attendance counsellors, two in police departments, and one from the legal profession. The instructors included psychologists, psychiatrists and lawyers.

"What we're trying to do is to make our communities much more aware of what this problem is," said Dr. Bates. "We're going to deal with the professionals who are there to detect, who are there to treat. We're also going to broaden our scope by improving our prevention programs."

"The final day of this first training session focused on the community," explained Dr. Bates. "We started with a joint session, discussing how each participant perceives professionals from different disciplines. Then we split up into three community groups, and each drew up a plan of action. Finally, all the groups reassembled, and each group considered the suggested plans of the others."

A course participant, Mrs. Alma Skierszken, supervisor, Sudbury-Manitoulin Children's Aid Society, was enthusiastic about the course, especially the up-to-date material that was presented.

"We covered a lot in five days," she said. "It's great to know there's a place where one can go to consult . . . where one can say 'take another look at this', a place that'll provide some back-up."

The hearts of all those working to prevent child abuse are in the right place, Mrs. Skierszken is convinced, though she feels one of the greatest challenges is in understanding and using existing community organization. Within two weeks of returning to Sudbury she was able to arrange a presentation to an educational committee, the Sudbury Regional Committee on Child Abuse.

The curriculum is elastic; it will be modified according to the needs and experiences of those taking part. "Write and tell us what you need," urges Dr. Bates. "Part of our mandate is to find out in what ways the Ontario centre can be the greatest help in preventing child abuse."

A crucial aspect of the program is the follow-up, Dr. Bates says. "One of the most exciting things that we're going to do is to have a person out there in the community to follow up on the training programs taking place here in the centre, to ensure that what we're imparting about the process of dealing with families is working."

So that there will be fewer abused children in future, part of the centre's program will be to encourage professionals from many disciplines to work together as a team.

The responsibility of the communities is to select these key people to attend one of the future courses, then to initiate the teamwork in their own areas. "Let's work together on this" is the message implicit in the formation and function of the Ontario Centre for the Prevention of Child Abuse.

For further information, please contact:

Ontario Centre for the Prevention of Child Abuse

700 Bay Street (21st Floor)

Toronto, Ontario M7A 1E9

Telephone: (416) 965-1900

## Community Information

by Dave Rudan

**T**he need for current information and dialogue between human service organizations were the main reasons for two special days in Marathon, on the north shore of Lake Superior, and Clinton, in the heart of rural Huron County.

The purpose for the Marathon Festival of Social Services, held on October 15, was to promote an awareness of the variety and various functions of social services available to residents of Marathon, Heron Bay, Mobert, Manitouwadge and Terrace Bay.

Representing the ministry were Maureen Ross, VRS, Lisa Hadland, PACO, and Gloria Meredith, who promoted the Senior Volunteer in Service program since the event was held at the Senior Citizens' Centre.

Close to 100 people participated in the Community Information Day sponsored by the Huron County Community Services Council at Huronview Home for the Aged in Clinton on November 17. Ministry staff from London, Stratford, Goderich and Clinton participated in a group brainstorming process organized by consultant Dr. Aidan Spiller to explore the potential of the Community Services Council.

Marc Roberts, program supervisor, London, noted that all the groups identified the need to meet and to talk about existing, available resources and to pool expertise rather than just wishing for new funding.

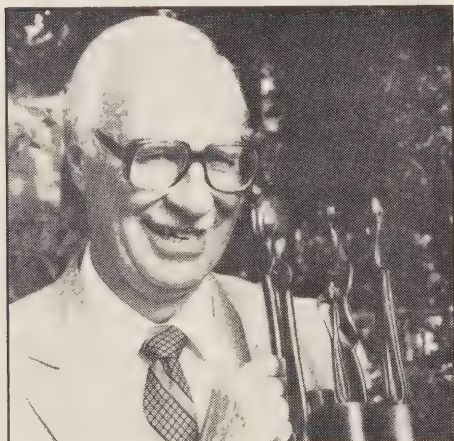


# "True Champion" Honoured

**T**he first recipient of the newly-created Surrey Place Centre Award of Merit, intended to honour individuals who have made outstanding contributions to developmentally handicapped people, is Dr. Donald Zarfes, a resident of London, Ontario, who has had a long association with the Ontario government and the Ministry of Community and Social Services.

"Dr. Zarfes's wealth of academic knowledge, his wide practical experience and his respect for all human beings combine to produce a true champion for developmentally handicapped people," said Mr. Michael Ennis, Director of the ministry's Central Region, who presented the award on behalf of Minister Frank Drea.

The presentation ceremony was held at Surrey Place Centre, in Toronto, during the centre's open house on September 28, 1983. Founded in the mid-1960s by a group that included Dr. Donald Zarfes, Surrey Place is a research, teaching and treatment centre for developmentally handicapped people and is funded and operated by the ministry.



Dr. Donald Zarfes holds his Surrey Place Centre Award of Merit.

Dr. Zarfes was born in Hamilton and received his early education in Orillia. He graduated in medicine from Queen's University, in Kingston, and took his psychiatric training at the University of Toronto.

He is now Professor of Psychiatry and Pediatrics at the University of Western Ontario, and assistant chair-

man of the Department of Psychiatry. He also serves as a consultant to the Co-ordinator of Medical Services, Ministry of Community and Social Services, and is psychiatric consultant to the facilities for developmentally handicapped people in south-western Ontario.

He joined the Ontario government as a resident physician in psychiatry in 1953. Dr. Zarfes was the founding superintendent of the Children's Psychiatric Research Institute in London, Ontario, from 1960 to 1965, and Director of the Mental Retardation Services Branch, Ontario Ministry of Health, from 1965 to 1974.

As chairman of the Ministry of Health's committee dealing with the mentally retarded, he was instrumental in establishing a new direction for the care and treatment of developmentally handicapped people. That direction included less emphasis on the medical-nursing approach to care and the establishment of a Retardation Services Branch separated from psychiatric services. He laid the ground work for the direction in which mental retardation services would go — out into the community.

"Our ministry is most fortunate to have had a man of Dr. Zarfes's stature associated with us for so many years," said Mr. Ennis. "I hope he will give us the benefit of his expertise for many years to come."



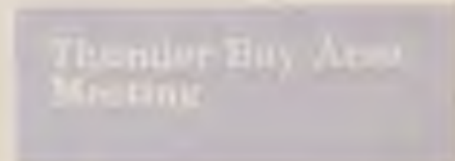
**G**overnment in what is now the Province of Ontario celebrates its 200th birthday in 1984 and communities and ministries across the province are being encouraged to develop ideas that will contribute to the celebration throughout the year.

A bicentennial office, under the direction of Steven Otto, has been established to co-ordinate provincial activities. Inquiries about community funding and events can be obtained by

writing to: Ontario Bicentennial Office, Box 1984, Queen's Park, Toronto M7A 1N3, or calling (416) 965-1984.

Planning for the Ministry of Community and Social Services has been co-ordinated by Martha Goodings and development of ideas is now being handled by the Communications Branch, Field Services.

Area offices have identified or will be identifying a person who will work with Communications to co-ordinate and implement local initiatives. For more information on the ministry's plan for community activities, call Dave Rudan at (416) 965-7252. □



**W**hen your staff is spread over an area half the size of Ontario's total land mass, the best way to communicate information is to bring them all together. That was the principal reason offered by area manager John Rabeau for the third annual Area Office meeting, held at the Valhalla Inn, Thunder Bay, on November 7-9.

"We had 118 staff members present, which represents over 80 per cent of the complement," commented Joan Nishimura, who co-chaired the implementation committee along with Marion Farkas, VRS. The purpose of the meeting was to give staff first-hand information about the ministry's and the area's program activities, as well as to provide personnel with orientation and staff development opportunities.

Don Obonsawin, new Director of the Northern Region, attended the gathering.

On the first morning, Shirley Caicco, program supervisor, chaired an open staff discussion with Mr. Rabeau and in the afternoon orientation workshops were offered by colleagues on the VRS and PACO programs, Income Maintenance, the role of program supervisors and the work of staff at Northwestern Regional Centre.

On day two Katie Heggie and other colleagues from the Ministry of Northern Affairs gave a workshop on the delivery of services in the north-west, while the Dean of the School of Social Work at Lakehead University, Dr. Donald Carpenter, and Professor Sharon McKay offered presentations on social work in the '80s and problem-solving.

Distances between some of the area office's locations are in excess of 400 km and for many staff this is the only opportunity for them to meet each other. Mrs. Nishimura said that the agenda and entertainment was planned by a staff committee with members from across the area. □



# United Way Prizewinner



United Way Prize winner: One of the special events in the ministry's 1983 United Way Campaign was a grand prize, donated by BWIA International, for a return trip for two to a resort in the Carilbean. Here Margo Sherman, who won the prize with her husband Jeff, a child psychologist at Thistletown Regional Centre for Children and Adolescents in Toronto, is shown a travel magazine by Peter Prieto (right), BWIA sales representative. Looking on is Lal Sharma, purchasing officer with Capital and Administrative Services, who organized the special events for the ministry campaign. The 1983 target for the Ministry of Community and Social Services was set at \$67,600. We raised a record \$70,000. Of this sum, more than \$10,000 was brought in by special events, including a toy and Christmas decorations sale, raffles and draws for a number of prizes including a weekend stay for two at a Toronto hotel. □

Exhibiting products  
not only described

by Dave Rudan

**M**ore than a thousand spectators with an active interest in new tools, equipment and furnishings to assist disabled people attended a one-day exhibition, entitled "Living Independently", which was held at the Sheraton Centre Hotel in Toronto on November 1. It was organized by the ministry's Central Region, assisted by the Operational Support Branch, and

was the third regional event of its kind sponsored by the ministry.

The exhibition, which was described as "a resounding success" by Nick Johns, a planner with Central Region and chairman of the organizing committee, featured 57 suppliers. They demonstrated everything from simple, colourful toys to the most sophisticated "high-tech" electronic devices being

offered by the National Research Council.

The hotel ballroom had standing room only when Mike Ennis, Central Regional Director, introduced Professor David C. Symington, of Queen's University Department of Rehabilitation Medicine. More than 400 spectators from health and social service occupations had crowded in to hear an address by one of Canada's most authoritative experts on rehabilitation medicine. Dr. Symington was also the featured speaker when the first in this series of exhibitions was held in Timmins in November, 1982.

John Goch, vocational rehabilitation supervisor working out of the Kirkland Lake office, convinced his colleagues in the Timmins office that they needed a way to bring the consumers and suppliers of technical aids together as a means of helping to improve the quality of life for disabled persons. Operational Support Branch personnel had been thinking along the same lines and committed funds to Timmins to finance the first technical aids seminar.

The enthusiastic response to the Timmins seminar, organized by Barbara Westwick and a regional committee, motivated the Southeastern Region to hold their seminar in March, 1983, at McArthur College. As in Timmins, the objective was to provide information on rehabilitation programs as well as an opportunity to have a "hands-on" experience with new aids brought in by 30 suppliers.

Doreen Seddon, consultant with the developmental services section of Operational Support, has been involved with all three events. Each regional planning committee identified their specific needs and the event was designed to fit what staff and consumers were looking for.

The Central Regional committee focused on how best to reach a maximum number of visitors and service a large number of potential suppliers in a central place that was wheelchair accessible. The one-day exhibition on November 1 was the answer for them.

The Southwestern Regional Office is currently assembling its committee to organize an event in late March, 1984, and John Rabeau, Area Manager for Thunder Bay, has indicated that he would like to see an exhibition or seminar in the north-west in the late spring. □



# Affirmative Action

## ...news

One thing that all of us in Affirmative Action feel is extremely important to the delivery of our program is our ability to communicate effectively with everyone in the ministry. Frequent visits to all locations are essential and will continue to be an integral part of our jobs. However, we are now trying to develop better communication strategies to keep managers and employees informed of what's happening in the program.

Most of you will by now have seen our new Newsletter and there will be a regular column in future editions of *DIALOGUE* to keep everyone up to date on program activities. A pamphlet on the program has also just been printed and will be used to provide employees with information on the purpose and responsibilities of the program.

In general terms, the program over the past few months has entered a new phase with the appointment of the Hon. Robert Welch as minister responsible for Women's Issues and the creation of the Ontario Women's Directorate. The directorate will be tabling their action plan with Cabinet in the very near future and I will keep you up to date on the issues that they will be addressing.

One issue which the directorate and the Women Crown Employees' Office have already begun to review is day care. Provision of adequate and affordable child care has for a long time been a concern for many women. The WCEO recently developed a child-care survey which it has sent to a sample of public service employees across the province to find out more about their day-care arrangements and obtain their views on the role that the Ontario government should play with regard to day care (for example, whether the government should subsidize day-care expenses of employees as a benefit, preferences for government-supported facilities, and so on).

Another change which has taken place is the requirement that all Cabinet submissions contain a section clearly outlining the impact that recommended changes will have on women. The WCEO has now recommended that Civil Service Commission

submissions also contain an analysis of their impact on women.

In our next publication of *Affirmative Action - En Route I* will review for you the various organizations which now exist in the Ontario government to deal with affirmative action and women's issues and will bring you up to date on some other current activities. □



**Elizabeth Jones**  
Program Manager

### Central and Southwest Regions

Being included in *DIALOGUE* is only one of the many exciting things happening in the Affirmative Action Program. The last few months have been filled with activity. I spent the summer running micro-technology sessions in Toronto, London, Windsor, Kitchener and Hamilton. These information sessions have been very successful and the feedback from participants has been terrific.

Indian Summer cooled the weather slightly, but not my workload. Career planning workshops and counselling days were held at Midwestern Regional Centre in Palmerston, the Adult Occupational Centre in Edgar and the Southwestern Regional Centre in Blenheim. I also visited CPRI in London and START Centre in St. Thomas for the first time.

On November 7 and 8, the Central Region sponsored a conference, entitled

"Who Cares for the Careers", for front-line staff at Geneva Park. The participants came from Huronia Regional Centre, Pine Ridge, Surrey Place, Muskoka Centre and AOC in Edgar. This well-planned and obviously needed conference gave front-line staff the opportunity to meet each other in a relaxed and welcoming atmosphere and at the same time provided useful and informative workshops. (I will write more about this conference in our next Affirmative Action newsletter). □

**Estella Cohen**

### Southeast and Northern Regions

The summer of 1983 will be remembered as a long, hot summer, and in the Affirmative Action office it will also be remembered as a busy one. When Estella and I were in the planning stages for our one-day workshop, entitled "An Information Session on Micro-technology", we felt it was important to have a "hands-on" segment to achieve our goal of demystifying the technology. However, in order to have access to the facilities at the community colleges, it meant scheduling all the workshops in the summer.

But it was worth it. Workshops were held at St. Lawrence College in Brockville, at Sir Sandford Fleming College in Peterborough, at Northern College in South Porcupine and at Confederation College in Thunder Bay and Kenora.

In October I visited Thunder Bay for counselling and a career-planning workshop. Many thanks to Gloria Meredith for pulling it all together. November took me back to Rideau Regional Centre for another round of counselling sessions, video-taped interviews and a career-planning workshop and, as always, despite the hectic schedule, food services came through with the best-tasting muffins. Thanks again to all the other "behind-the-scenes" people at Rideau.

I look forward to seeing many of you again during the upcoming year and if I can be of any assistance with your plans for 1984, please give me a call.

**Kerry Delaney Dennison** □





Ontario

Ministry of  
Community and  
Social Services

GOVT

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CL...ue

A large, dark silhouette of a man's head and shoulders, facing left. His right arm is raised, with his index finger pointing upwards. The background is a light, textured grey.

# **MEN WHO BATTER**

see page 8





# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published six times a year by the Communications Group of the Ministry of Community and Social Services to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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## Caring, compassion the spirit of our Ministry

Caring, concern, compassion. These are all powerful words that convey an important message. In the short time that I have held the post of Minister of Community and Social Services, I've come to realize that they are also words that sum up the spirit of this ministry. As I become increasingly familiar with ministry programs, I appreciate more and more the work being done by the men and women of this ministry to enhance the quality of life of those in need across our province.

Over the last number of months, I have had an opportunity to talk with many of you in our offices across the province. As I've done so, I have learned another important fact, as well. I have learned that we all share the same vision--the vision of a world where all people no matter what their disability, can enjoy an opportunity to be a member of a community; a world where children are able to grow up with the love and care that is their right; a world where elderly people, people in financial need, those who need a helping hand can live in dignity, safety, and comfort. I strongly believe that we, in the Ministry of Community and Social Services, can make important strides in bringing that vision closer to reality over this coming year.

I would like to wish you and your families a very happy and fulfilling 1986. ●

The Honourable John R. Sweeney  
Minister  
Community and Social Services



## Thank you for your ongoing commitment, dedication

As we begin the new year, I would like to express my personal thanks for the ongoing commitment and dedication to the job, demonstrated by each and every member of the Community and Social Services team during what has been a time of considerable change for all of us.

For me, as a former Assistant Deputy Minister with this ministry, returning to Community and Social Services as Deputy Minister has meant a welcome opportunity to renew old acquaintances and make new ones. It has also given me a chance to catch up on the various developments that have occurred in the social services field over the last few years. I am deeply impressed with the work and progress this ministry has made in so many areas—in particular, in providing opportunities to disadvantaged people to live and receive services in their own communities. It is a policy direction that both the Minister, the Honourable John Sweeney, and I are very much committed to continuing.

In the months ahead, I am looking forward to getting to know as many of you as possible, listening to your ideas and thoughts, learning from you, and working together with you. I know I can count on your continuing support and dedication as we meet the ongoing challenge of ensuring services and programs are available to meet the needs of our clients.

My best wishes to you and yours for 1986. ●

  
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Peter Barnes  
Deputy Minister  
Community and Social Services





Allyn Gandall

No, they're not crazy (well, maybe a little!) As members of this group finished the exhausting loppet, they went for a relaxing sauna at the DARE facility right on the frozen shore of Loxton Lake. After a few minutes in the sauna's heat, they all dashed outside to the pre-arranged "beach party" props, took their places for this picture, then wasted no time zipping back to the warmth of the sauna to escape the -30° temperatures.

## They DARE for the Fun of It

by Sandra Nicholson

The expression "Track please" was heard throughout the woods last March at the fourth annual South River Loppet. In short, when a faster skier overtakes you, kindly step aside.

The cross-country ski event was hosted by Project DARE, which stands for Development through Adventure, Responsibility and Education. Established in 1971, DARE is funded by the Ministry of Community and Social Services as an alternative to traditional residential care. The DARE philosophy revolves around the use of wilderness experience to promote personal growth through a variety of programs.

Young offenders are referred to the project on a province-wide basis from such agencies as family court clinics, probation services and children's aid societies.

Some of the teens in the DARE program participated in the race, along with about 60 skiers from the community of South River, which lies 22km west of the DARE location.

Mike McCann, a program director at the camp, explains that the 10km trail, which took three months to construct on the grounds of DARE, was made possible through a \$47,000 grant from the Canada Ontario Economic Development (COED) program. The project was completed in 1984 and provided temporary work for 12 unemployed local citizens who built and groomed the trail. Because the loppets in 1982 and 1983 were run on the logging roads at the camp, this new

trail was certainly a welcomed improvement.

The challenging course winds through the hardwood forest which borders Loxton Lake, the site of Project DARE. The community trail is known as "McCann's Loop" because of the inspiration of Mike McCann in making the idea a reality.

The organizers of the event could not have ordered better weather — the sun was shining brightly and the temperature was ideal for the enthusiastic skiers. The activities began at 10 o'clock with the junior 2km race of both boys and girls. At 11 o'clock the remaining participants gathered at the start/finish line on the shore of Loxton Lake.

With a "ready, set, go" about 50 eager skiers made their way across the first stretch of the trail. This group included those driven by the thrill of victory and competition as well as those who just wanted to prove they could finish the race. One skier commented at the starting point, "I'm only going for the scenery!"

Whether it was the 10km men's open or the 20km women's masters category, it was obvious that all involved had an enjoyable day.

DARE staff provided warm cider to all and encouraging cheers to the struggling skiers. Mike McCann feels that "the key to a successful loppet is organization — providing hot drinks at the check points and a clearly defined trail to avoid confusion."

Hot chili, soup and beverages awaited the skiers and their guests in the main

dining hall after the race. The top performers of the day were then presented with awards.

The loppet organizers were pleased with the turn-out. They are drawing larger crowds with each passing year. One of the DARE staff commented that this type of event allows the community to visit the camp and more importantly, it makes the young people at DARE feel good about themselves. ●

## Teams, Trophies and Triumph

As we go to press, the fifth annual South River Loppet is under way — Saturday March 8.

This year the staff at DARE are introducing several exciting changes to the loppet. A trophy will be presented to the Ministry office or Division with the most participants who cross the finish line. An MCSS team will consist of at least two skiers.

After completing the challenging 10km race, participants will be served a hearty meal of chili, soup and beverages. Speaking from experience, the word "challenging" is an understatement.

Further information on the South River Loppet may be obtained by calling Project DARE at (705)-386-2376. ●





Maureen Molinaro, (left), Parental Support Worker, advises a client. "I stress the benefits of pursuing support," Maureen says.

# If you Fail to Appear...

by Kathleen Bonham-Riley

*"Humpty Dumpty sat on a wall,  
Humpty Dumpty had a great fall.  
All the King's horses,  
And all the King's men,  
Couldn't put Humpty together again."*

A child's nursery rhyme. A statement of a relationship that was. That 'was' part, accompanied by children, often bottoms out...

*"If you fail to appear as required by this notice, a warrant may be issued for your arrest."*

Mommies can often read the ages-old rhyme to their offspring as a source of soothing pleasure before bedtime. Post bedtime, sole support mothers often contemplate the court notices, tucked away until then, of what did and will happen so that they can feed those children.

This critical financial issue is legally addressed by Bill 59 of the Family Law Reform Act, March 1978. Section 16 of this Act states that, "each parent has an obligation to the extent the parent is capable of doing so, to provide support in accordance with need for his or her child..."

If this mom, or dad—in the case of a father with dependent children—is applying for or in receipt of a Family Benefits allowance, through the Ministry of Community and Social Services, he or she is encouraged to make a reasonable effort to obtain financial support for their children, and to supply the salient details.

This machinery of legislated financial benefits and judicial clout, mix to form a dedicated axiomatic principle: children must be financially sustained. So far this looks as clear as Waterford, but when the emotional ingredients of each part are added, it can become an incendiary situation.

The Ministry of Community and Social Services doesn't have firefighters who handle this, but the special people who do are called Parental Support Workers. Hamilton's ministry office has four; Maureen Molinaro, Sharon Bigrigg, Mary Marr, and Fran Oster. These PSWs assist our clients in obtaining written private agreements for support, making applications for court ordered support, and assist in enforcing those orders.

Maureen Molinaro said she sees her role as an advocate of the client, and the client's children's financial rights, even though some of the clients are hesitant about taking support action.

"During an interview with a recipient, I stress the benefits of pursuing support. I ask about the clients' educational background, what possible courses they may be taking that would lead to a career. I cite the costs of snowsuits, day care and that both parents have to share in that responsibility."

Maureen follows this up with the connection that when the client is into a career and financially independent, the support order is hers and her children's, and subsequently they will always receive this income. She further explains to the client how the support payments would affect the FBA entitlement, because Family Benefits is a supplement to all other forms of available income.

"He always said he would, but he never has," laments Diane, a pretty, petite, 21-year-old unmarried mom of a year-old daughter.

Diane was granted Family Benefits March 1985 and is now on the WIN (Work Incentive) program because she has obtained a full time job. She will receive minimal financial assistance from the ministry because her wages are taken into consideration for a WIN budget calculation.

Maureen, working with known information on Diane's Family Benefits application, asks several other questions



to gather all details. After the forms are witnessed, they are filed by Maureen at the Unified Family Court in Hamilton and a hearing date is scheduled.

When all this action is completed Diane may very well be off the WIN program and the dollars Maureen assisted her to secure will be of direct benefit to her family.

"She's not letting me see the baby—what can you do about it!"

"Nothing, I'm afraid." This is Mary Marr's answer to a sometimes irate respondent. "Our role as Parental Support Workers is clear—we are here to assist our client in making applications for support and private agreements, not to act as lawyers or paralegal advisers. I would readily tell a respondent to examine his court order regarding the conditions of access and seek Legal Aid or go to the community legal clinic to get advice."

Most of the men, though, are cooperative when it comes to working out the terms of paying support and an 'Out of Court Agreement' can be reached instead of initiating court action. In Hamilton there are more than 1,200 cases in which the clients directly received the support income that was negotiated and agreed upon by the Parental Support Workers.

"How much is your unemployment insurance and did you bring the stub with you?" Mary asks Benny as she taps away at a calculator, the financial statement in front of her.

Benny, 30, and the child's mother, 24, lived together briefly. His daughter is two and a half years old and he says he has visited the child regularly. When contacted by Mary, after the mother was granted Family Benefits, he agreed to be interviewed regarding paying support. His rent is \$326, he has \$39 in the bank and a 12-year-old car. After a careful review of Benny's financial statement it was mutually agreed that he could pay \$15 per week beginning mid-December.

After he signed the agreement and swore to the financial statement, he laid down the pen and gestured toward the papers.

"When she is old enough to



Judge J. VanDuzer of the Unified Family Court in Hamilton.

understand, I want to explain that I was there, and I didn't run out on her. It doesn't have to be hectic for no one ... not me, not her mother, not the social people."

In Hamilton, during the month of October 1985, clients received directed support payments totalling \$162,641.86.

Fran Oster and Sharon Bigrigg attend the Unified Family Court, Monday to Friday, and jointly monitor the 1,254 assigned cases, as of October 1985 in the Hamilton area. An assigned case is one in which the debtor is still ordered to pay



Sharon Bigrigg, PSW, checks the court information sheet, assisted by a court information officer.

the court but the moneys paid are sent to the Treasurer of Ontario. An assignment is taken to ensure a client of a full month's FBA calculated entitlement when it has been demonstrated that the debtor pays irregularly. This requires constant reviewing and updating of the ledger cards, which tell the story on these cases, and necessitates optimum accuracy. The figures from these ledgers are quoted in and used to initiate a Notice of Default or an action for garnishment.

When the Notice of Default comes up for a hearing, Fran and Sharon and the debtor will check in at the information desk at Unified Family Court. The PSW will then review with the debtor his financial situation.

If the debtor does not agree to recommence payment, after the PSW has reviewed his financial statement and it appears that there is ability to pay, the PSW advises the Justice of the Peace that no agreement could be reached and that the matter should go before a judge.

At this point, the matter is now dealt with in a courtroom presided over by one of the Unified Family Court's five judges, and the debtor being sworn in is now available for cross examination by Sharon or Fran in regard to that particular financial statement.

In October 1985, the monies paid into the court on assigned cases totalled \$37,700.95.

Considering the entire matter Sharon Bigrigg said, "Yes, I think we're fair."

Fran Oster echoed this comment.

Mr. G. K. McNeilly, Justice of the Peace, and Clerk of the Court, estimates that 30 per cent of the court orders in his court concern Family Benefits recipients. When asked about the role of the Parental Support Workers, he commented, "I think that they perform a very important role—they provide great assistance to the court in the area of delinquent accounts."

Judge J. VanDuzer, who was a Family

Court judge for ten years prior to 1977 when Hamilton conceived the Unified Family Court setup, commented on the positive aspects of the ministry staff interacting with this court: "Out of a list of 30 to 35 enforcement proceedings you may have three or four that need a judge's hearing. Therefore, the applicant and the ministry are able to get a quick settlement and that is a cost savings for all parties."

"The other benefit is that the judicial time can be freed up for other cases that do require this time."

It probably goes without saying that no parents have children, thinking that they would sort out, in this atmosphere, how to raise a child. Couple talk which usually takes place in a kitchen, is now in a solemn arena of hand-on-a-Bible, default notices, and "Why doesn't he/she pay?" Stress, worry and "How could this happen to me?", are the frequent faces that a Parental Support Worker sees. It is fortunate for all concerned that Mary, Maureen, Fran and Sharon exude a dedicated sensitivity and a responsible attitude toward and on behalf of children.

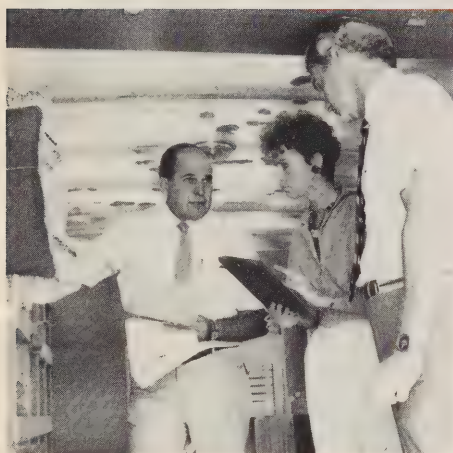
"...And all the king's men..."

Photos by Kathleen Bonham-Riley ●



# An Everybody Wins Situation

by John Stiff



*"Gene, you've got to see some of the merchandise I have along today. It's top quality, Canadian-produced—hand-made, in fact. I really think you're going to get a pleasant, profitable surprise."*

R.F. "Dick" Thompson had a fervour reminiscent of an old time fire-and-brimstone preacher as he spoke to the head buyer for a department store in Tillsonburg. He showed the same enthusiasm to buyers and prospects from the largest department stores to the smallest gift store. What Dick described and "sold" this summer is a line of representative products from workshops for the developmentally and physically handicapped in Ontario.

Products range from high quality ceramics and hand-crafted furniture through toys and dolls to decorative products and display pieces for stores. As well, many workshops hold industrial contracts, manufacturing products such as pallets, or skids, or parts on a piece-work basis for industrial customers.

But the workshop products that Dick Thompson represented were the former; the non-industrial ones.

When Dick introduced the products many buyers and end-users were surprised at their quality as well as variety. The workshop-produced products are equal to or exceed the quality of those produced commercially.

Thompson is a retired marketing executive who represents the Provincial

Business Development Support System, a service funded by the Ministry of Community and Social Services, and supported by the Ontario Rehabilitation Workshop Council (ORWC). The PBDSS is guided by a committee whose members represent the ministry, the ORWC and the business community.

The system was developed to provide business support in marketing, administration, production and other vital business skills which otherwise might be unavailable.

This summer, Dick Thompson packed his marketing and promotion savvy, along with representative lines from about a dozen workshops across Ontario, and loaded them aboard a white cube van. During a six-week period, he travelled throughout the province with Caravan '85, as it was known, visiting gift shops, department stores and other retail outlets, as well as workshops themselves.

The retailers were highly receptive to Dick and the lines represented. For many other lines he couldn't carry for lack of space, Thompson had catalogues and illustrated price lists.

Like most who see the products for the first time, the buyers and retail operators were surprised at the products' quality, and most placed orders. But Dick was not a sales agent as such. His job was to show the quality and variety of merchandise, and to generate sales by taking an initial order and passing it along to the one or more workshop-producers involved. The workshops were responsible for delivering those initial orders, then following up on subsequent orders themselves.

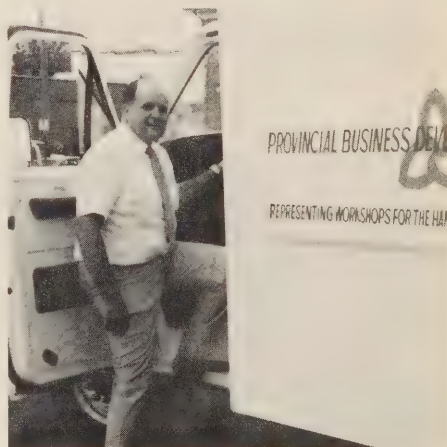
As Dick Thompson visited the workshops, he provided his advice and business expertise as well as merchandising, promotion and packaging ideas to make their products more saleable. To those workshops having their own retail outlets, Dick often suggested adding non-competing lines produced by other workshops.

"It's an 'everybody wins' situation," Dick says. "Retailers add fine quality, workshop-produced lines; the workshops are able to turn out greater numbers of

the products, thereby becoming more self-supporting. Best of all, the handicapped workers themselves benefit."

Jon Kelly, who is Manager of the Disabled Persons and Employment Services Unit of the ministry, and one of the founding members of the PBDSS, explained how the workers—or clients—benefit from the System's activities: "Since the Business Development System has been in effect—and particularly since Dick Thompson has been out there knocking on doors creating a higher profile—there has been a decided increase in enthusiasm among the workshops, resulting in better quality and a greater pride of workmanship. And the morale has increased greatly as well."

Another initiative by the Provincial Business Development Support System, which is resulting in increased quality of workshop products, is a small but effective trade show—Marketplace. The show, which, not surprisingly, is produced by Dick Thompson, brings together representatives from virtually all the workshops across Ontario. Product lines are displayed, not only to sell to retail outlets of other workshops, but to spark ideas.



In one Marketplace function, each delegate receives a number of blank Product Audit forms on which they are asked to remark on products displayed. The delegates select products and decide for example, whether they feel the



product could be improved, and how, if it might have a secondary use, or perhaps the packaging or pricing should be changed. Many products or ideas receive praise and awards.

The timing of Marketplace—in mid-September—allows workshop administrators to plan product line-ups for the Christmas trade. As well, this year's edition of Marketplace was geared to permit delegates to visit Toronto's

major Fall Gift Show, at Exhibition Place. Here, they were able to compare many commercially-made products with those from the workshops as well as garner ideas for new products of their own.

Dick Thompson remarked: "This year, Marketplace more than doubled the attendance of Marketplace '85 last year, which was the first trade show put on by the BDSS."

Although the theme of Marketplace '86 was "Earning Our Success", there was a "theme behind the theme". It's Dick Thompson's on-going advice to workshops. It was there during Marketplace '86; throughout Caravan '85 visits, and every time Dick speaks to workshop administrators. And he sums it up in two words: Think Business.

Obviously, that advice is being acted upon. ●

## Edgar's Pursuit Not So Trivial

by Dave Rudan

The ministry's Adult Occupational Centre at Edgar, near Barrie, is playing a quiet, but significant role in stimulating Ontario's economy.

About three years ago, three entrepreneurs approached Chieftain Products Inc. with a new idea for a game. The Downsview firm wasn't in a position to make a major investment with an unproven product, but they did refer the inventors to Ken Barnett at Edgar.

One aspect of the vocational programming at Edgar for adults with developmental handicaps is packaging. Barnett, who markets Edgar's services, recognized the new product as another opportunity for training. An agreement was drawn up to produce 20,000 sets of the new game called "Trivial Pursuit".

Today the entrepreneurs are millionaires; Chieftain Products is making a fine profit and their employees have greater job security because of the international success of the game. Now Edgar entered into the "big time" when they featured their Vocational Services programs at the 1985 Packaging Show in October.

An estimated 15,000 visitors from the private sector (70 per cent from Ontario) visited the three-day trade show at the CNE's Coliseum in Toronto. "We were run off our feet!" said an enthusiastic Phil Morgan who manages Edgar's Vocational Services. Edgar created their display with the professional support and co-operation of Central Marketing Services of the Ontario Rehabilitation Workshop Council, which is funded by the ministry.

Morgan described Edgar's presence at the trade show as rather unique, for they are not in competition with private packaging companies or sheltered workshops. They were there to show manufacturers that the Ontario government has other resources to help small businesses to develop as well as demonstrating the potential of well-trained people who have physical or mental disabilities.



Ken Barnett (left) marketing manager at Edgar's Adult Occupational Centre, discusses business with Phil Morgan, manager of the centre's vocational services.

In order to provide practical, occupational and vocational training for young, disabled adults, Barnett aggressively works in the private sector to generate contract work. When products prove to be a financial success like *Trivial Pursuit*, private industry takes over and some of those private industry companies have hired Edgar's trainees as full-time employees. Contracts that industry wants Edgar to

accept have been turned over to local associations with workshops in the Central Region.

Barnett convinced Morgan and Administrator Bernice Lovering of the advantages of Edgar's presence at the Packaging Show. They liked his idea as did Regional Director Mike Ennis who recommended using Manager Tom Little and Joe Dale of Central Marketing who are experienced trade show presenters. ●



**“A**nger seems to turn automatically into aggression,” said Phil Durrant who counsels groups of men who battered their wives. Durrant is a therapist with the Design for a New Tomorrow program in St. Catharines and he was one of the workshop speakers at the Waterloo Family Violence Training Conference sponsored by the ministry in October.

Offering a psychological profile of men who batter their wives, Durrant has found that at least 80 per cent of the abusers that he has dealt with, experienced violence in their families when they were growing up. “He (the batterer) has a rigid view of himself and his role; he has a difficult time expressing his feelings and he has low self-esteem.” Except for group contacts with other men at work, in pubs or sports, the men Durrant has counselled have few, if any close friends.

The group approach is more effective than individual counselling because the other men became supportive since they have the same problems and it widens the abuser’s circle of friends, he said.

Whether the men have been ordered by the Courts to attend the nine-week group sessions, or they come voluntarily, the profile of the men is the same. They are dependent on their wives and they know that they can “control” their wives through violence.

“His whole life is dependent on her ... he’s put all of his eggs into one basket and if she threatens to leave he goes bananas, because he depends so much on her,” said Durrant. The husband who brandishes a gun at his wife doesn’t want to kill her, but rather to force her to remain at home, he said.

The Design for a New Tomorrow program is funded in St. Catharines by Health and over the last three years they have carried out surveys with the men who have attended the group sessions. The age range of participants is 25 to 65 with an average age of 35. “Young married guys don’t continue coming to sessions,” said Durrant.

Most families have two children and 95 per cent of the men are employed. To date, they have found no patterns which suggest that ethnic origins play a role in the violent behaviour of husbands who beat their wives.

In his experience, Durrant has not witnessed a change in the man’s violent behaviour when he attended marital counselling only. Because violence is a learned behaviour it is vital that the man accepts total responsibility for his behaviour.

confidence and to express feelings. Men usually act out their feelings; when they say that they are angry it is often fear that they are experiencing, explained Durrant. The group encourages a man to articulate his emotions.

Young men also need peer models who can teach them how to express themselves as men and as husbands without the use of violence, commented Durrant when asked about public education programs. Pointing to a young carpenter

# MEN WH BATTI

by Dave Rudan

Men will blame their wives, justify their actions, or minimize the use of violence... (“I hardly hit her.”) Men will say, as well, that violence is beyond their control, or deny that they use physical or emotional force to control their wives.

“The first phase is the men’s group and the second phase is marriage counselling and both must happen in that order,” stressed Durrant if professionals want therapy to be effective.

He said that peer support in the group process enables men to gain

sawing a piece of wood he added: “That’s the type of guy who others would listen to.”

*“In London, Ontario, women are safer on the streets than in their own homes, if the number of homicides in the home and on the streets are compared”—Dr. Peter Jaffe, Director of the London Family Court Clinic.*

Family violence is the leading cause of homicides and in Jaffe’s opinion 80 per cent of these violent deaths could have been prevented if there had been early intervention by



the legal system. Citing a study in Minneapolis, Minnesota, he said that the rate of violence was reduced by half when the battering husband was arrested by the police, as opposed to counselling.

Jaffe said it was absolutely essential for the police rather than the wife, to lay a charge when they are first called in because outside intervention did change a husband's violent behaviour.

"In eight cases when the husband and wife didn't want the police to lay

charges, the police officer replied that he had to (even if he didn't want to on a personal level). In seven of the eight cases the police had no recalls to those families regarding abuse," said Dr. Jaffe.

Speaking earlier in the day at the Waterloo family violence training conference, Judge Grant Campbell said, "When a charge is first laid it is usually the 35th time that the woman has been abused...it is not the first time."

Dr. Len Hargot, emergency physician, and an associate professor of Family Medicine at the McMaster Medical Centre, Hamilton, called wife battering a "disease that is long term".

"The woman has been abused 35-38 times before battering is identified." Dr. Hargot has treated women who returned to their husbands three times, before finally leaving home.

The education of physicians about wife battering was paramount and the Ontario Medical Association is conducting a program of education through reports in journals.

Dr. Hargot said that conferences are essential toward the education of professionals. He complimented the Ministry of Community and Social Services for taking the initiative.

The two-day conference at the Waterloo Inn was opened by Area Manager Marilyn Stephenson and George Kenney, Chairman of Waterloo's Family Violence Committee. In order to serve as many community human services professionals as possible, the plenary sessions and workshops were repeated the second day. ●

## Minister Introduces Wife-Assault Prevention Manual

by Dave Rudan

"We have no right to interfere unduly or unfairly with the rights of the family, but violence, abuse and degradation cannot be tolerated," said an emotionally-charged John Sweeney, Minister of Community and Social Services during the Family Violence Training Conference in Waterloo, October 3.

The father of 10 children, Mr. Sweeney advocated the use of government and community resources in defence of the child and the family.

"If we err, then we err, but at least it is correctable," said the minister to 125 professionals representing social services, health, education, legal and justice programs of the Waterloo region.

Funded by the ministry and orchestrated by The Waterloo Region Social Resources Council, Mr. Sweeney used the professional training conference to launch a new manual "Understanding Wife Assault". The manual was published by the ministry's Family Violence Prevention Program.

The minister praised author Deborah Sinclair: "We take no credit for the excellent job she has done...I've read it and I was entranced by it...it is not conjecture or theory, but the practical experience of a person who has been there."

Ms Sinclair began her career as a front-line social worker in 1978 with the Family Service Association of Metropolitan Toronto and was a founding member of the Emily Stowe Shelter for Women in Scarborough.

Mr. Sweeney said that he was particularly impressed with the principles outlined in the new training manual and read them to the audience.

1. Violence has no place in the family.
2. The community has a right and a responsibility to get involved.
3. Wife assault is *not* the result of an argument that gets out of hand.
4. A comprehensive community approach is essential. Counselling is *not* enough.
5. Once violence has started, it will *not* stop spontaneously. Active intervention is needed from the community, especially from the justice system.
6. Prevention means addressing the social roots of wife assault, *not* just the symptoms.

"Education is a prerequisite to prevention and I am proud to present this manual," concluded Mr. Sweeney. ●



# A Day in the Life



Chris Morden

Joe Catroppa (left) and Frank Pascuzzo provide classroom instruction to a group of clients.

## Joe Catroppa and Frank Pascuzzo Occupational Instructors

by John Stiff

"Okay, who wants to be the star today?"

Joe Catroppa crossed his arms as he stood beside his video camera, putting a challenge to his 11 developmentally handicapped clients.

The occupational instructor at Thunder Bay's Northwestern Regional Centre was beginning his day with another of the highly successful methods he has developed for teaching his special clients personal care and social skills.

Howie, 21, responded. "I'll try it today, Joe."

As he stood before the camera addressing his peers, Howie talked about a recent trip he had made with his parents.

After a couple of minutes, Howie thanked his friends and took his seat. Joe rewound the tape on the VCR.

As the tape played back, Joe asked Howie for his responses and, in turn, comments from the others.

"I guess I'm not dressed too good because my shirt buttons are wrong. And, uh, my shirt's out at the back, too," observed Howie, as he began making the

necessary adjustments.

"Not bad, Howie," remarked Frank Pascuzzo, Joe's partner and fellow occupational instructor.

"People regularly see themselves in a mirror, but it's difficult, if not impossible, to really see themselves as others see them," Frank said.

"With the VCR, Howie and the others can study one another and, with our help, provide guidance and helpful comments in grooming."

"There are other benefits as well," Joe continued. He illustrated his point with a tape done several weeks earlier.

"You'll notice quite a difference with Kevin," Joe said, describing a soft-spoken, neatly dressed resident who was part of this group. On the videotape, Kevin appeared to be almost shouting as he spoke.

"He hadn't been aware of just how loudly he came across before," Joe explained. "Occasionally he'll revert to his old, loud ways, but now he usually catches himself."

The special residents served by Joe Catroppa and Frank Pascuzzo are in the Social Interaction program. It is designed for residents who lack social or personal care skills.

"We attempt not only to teach or improve those skills, but to make the residents aware that these skills are

needed 'out there'—they're a necessary part of community living, and they're not going to be able to get along without them."

In the 18 months the program has been in existence, the two occupational instructors have been not only training their clients in the skills required to function in a community environment but have been exposing them to common situations in the community itself.

"When the residents get involved in a community setting, they get to mingle and often interact with everyday people outside the institutional environment," Joe said.

This day, Howie and Fred were to get haircuts at a local barber shop. Although Northwestern Regional Centre has its own barber available without charge to the residents, most of those in Joe Catroppa's group prefer the community barber, whom they willingly pay with their own money.

As in other vocational program areas in NRC, residents in the Social Interaction group receive payment as an incentive based on their individual progress. Residents deposit some of that money in "pin money" accounts to save. The remainder they keep for pocket money.

Howie and Fred climbed into Joe's Camaro. They drove to Vince Maletta's barber shop on Park Street. Catroppa pointed out that getting a haircut was a good normal experience for his clients, but a passive one. The two men paid for the haircuts with their own money which they'd earned as part of an additional learning experience.

"The residents get a little more actual involvement and decision-making during our regular visits to the doughnut shop."

"Most Mondays, or whenever the urge strikes us, we visit Robin's (the local doughnut shop). There the guys select the items they want, and pay for them with their pocket money. Frank and I prefer to do this on a Monday morning because it can provide something of a lesson. They usually receive their pay Thursday or Friday. The pocket money they elect to keep on hand may dwindle by Monday."

"We'll ask who wants to go to Robin's for coffee and sinkers. If someone can't produce enough, about a dollar minimum, he doesn't go. It's a good incentive for the guys to keep a little on hand."

As Joe, Fred and Howie returned from the barber shop, they joined most of the others who were on their way to the meeting room where they had assembled earlier that morning to plan their day. It was to be a late morning break in the day's activities.

"We call it 'leisure time'," Frank said, "although Joe and I usually work harder in that half-hour or so than any other period throughout the day."

"The people in our group are so accustomed to being told what to do and when to do it, in a regimented,



institutional atmosphere, that when it comes to leisure time, they're frequently looking for guidance because they're not used to doing things on their own," Joe explained.

"They're gradually getting used to the idea that the time is their own and they can choose their own activity or lack of it."

Four had chosen to read magazines. In a few minutes, they formed a discussion group, comparing the merits of Christmas gift items appearing in the ads. Three others were playing a game that looked mysteriously like five-card draw poker.

Joe and Frank sat with Fred, as Frank dealt out cards of another kind, with a fourth hand going to the unexpected visitor. The game consisted of brightly coloured cards with large numbers and symbols depicting instructions to the holder.

"It's called UNO," Joe said.

"But I've never played it," said the visitor. "In fact, it's the first time I've even seen it."

Frank Pascuzzo gave the visitor a brief explanation of the rules, stating that everyone in the Social Interaction group had learned the game virtually in minutes. It has become a particular favourite because Joe and Frank have found that UNO teaches co-ordination and concentration in a simple, yet highly efficient way.

"We've found UNO to be a first class training tool, although it was not purchased—and probably not designed—with that in mind."

The visitor crossed his fingers and hoped out loud that he'd pick up on it at least as quickly as "the guys". He did. Joe Catroppa and Frank Pascuzzo have on order a newly-designed, special version of Monopoly, designed for those with learning disabilities and developmental handicaps.

After lunch was finished for residents in the cafeteria, Chris, Kevin and Howard took charge of clearing and cleaning tables, and placing fresh table cloths on them. Not long ago, they had observed Centre staff doing these duties

and began assisting.

With Joe Catroppa at the helm of the Social Interaction program, his clients are breaking out of the mold of relying on the direction of others. They are learning to take the initiative. They have now taken on the tasks to a greater degree themselves, expressing pride in accomplishing chores they'll probably do as a matter of course when they move into the community, and have a table or two they'd share with their own family or friends.

During the afternoon, several of Joe and Frank's clients attended regular vocational or education classes. The remainder gathered with Joe and Frank to plan a night out at the movies for the following evening, a semi-regular event for the group.

After a brief discussion with story information given by Frank, the group unanimously selected "Remo Williams", an adventure film playing in downtown Thunder Bay.

To select a movie, Joe and Frank tell "the guys" what's playing, along with the type of movie it is—adventure, comedy, "cops'n'robbers", etc.—and a brief story line. A majority vote is then taken.

Movie-going is another activity the group now takes in its stride. But long before they attended a movie as a group, they underwent role-playing and took part in scenarios to acclimatize them to an activity most people take for granted.

"We had a few, well, unpleasant experiences at first but now everything goes smoothly. Most of the time."

Joe related unexpected misadventures when his clients had their first taste of movie-going.

"You and I take it for granted that when you want to go to the washroom or concession and your seat's in the middle of the row, you quietly excuse yourself and carefully pick your way to the aisle.

"In the beginning we didn't think of that. A couple of guys would simply bull their way through, trodding on toes, trashing other people's pop and popcorn. Something like a mini-tornado, y'know? And quiet ol' Kevin—now—did it with



John Stiff

Joe and Frank's clients enjoy their regular trips to Vince Maletta's barber shop in downtown Thunder Bay.

flair. While moving through the patrons like an avalanche, he'd tell 'em all where he was headed. And why.

"But we've survived those first frightening movie nights. Almost without exception, when our guys have accumulated enough in their house accounts here at the Centre, we can take them anywhere in the community. We'll even visit a high quality restaurant and have a good, multi-course dinner."

4:29 p.m. Joe Catroppa eased into his chair and grabbed the edge of his desk to pull himself forward. He lit up a cigarette and reached for a well worn black binder lying adjacent to his IN basket. It was one of those rare times of the day when Room 17 was quiet.

"Wrapping up," he said, "Just putting the finishing touches on my reports, then I'm heading home to relax."

Frank's dedication to his work parallels Joe's. His day would continue later that evening with a few other members of the group when they'd assemble at a local school gymnasium for a game of floor hockey, with Frank as coach.

Like Joe Catroppa, Frank Pascuzzo is totally dedicated to his charges, as well as many others with whom he volunteers. He is a regional co-ordinator with the Special Olympics which feature games and sporting events throughout North America for developmentally handicapped athletes of all ages.

Joe and Frank's supervisor, Patricia Binkley, commented on these two occupational instructors' dedication to the program and the positive effects that have resulted from their work.

"Because of the effort and personal commitment Joe Catroppa and Frank Pascuzzo have given to program and its clients, it is not unusual for staff to stop me in the hallways to tell me how great 'the guys' are looking and acting.

"I really think that the reason for the success of the program is because the residents are involved in the decision-making, and Joe and Frank are flexible when it comes to program planning. They have a keen interest in this aspect of the residents' training and firmly believe in its benefits." ●



John Stiff

Frank Pascuzzo coaches two teams of NRC residents in an energetic game of floor hockey.



# Round the Regions

## Ministry Exhibit a Hit at Mental Health Fair



Black's Camera

City of York Mayor Alan Tonks (far right), poses with a few of the 20 staff from the ministry's North West local office in Downsview, who took turns staffing the ministry's exhibit at that city's Mental Health Fair, held at Yorkdale Mall last October. Left to right are Frank Reilly who is Manager of the North West local office, Ursula Mizzi, Liisa Dickinson, Madolin Karch, Susan Parr and Mayor Tonks.

The message was twofold at the ministry's display at the City of York's Mental Health Fair last October: make York's citizens aware of mental health services available in that city (part of Metro Toronto); and raise the level of awareness of mental health problems in the populace.

The display, representing one of 31 agencies taking part in the Fair, was held in Yorkdale Shopping Mall.

Frank Reilly, Manager of the North West local office in Downsview, who was responsible for arranging the ministry's presence at the Fair, said, "Not only did

we achieve our goals, but we increased communication between agencies and heightened Mayor Alan Tonks' awareness of mental health services and agencies available in the City of York, as well.

"Another very positive aspect of our exhibit was that we managed to recruit 15 new volunteers for the ministry."

Continued provincial-municipal co-operation was assured when Mayor Tonks invited Mr. Reilly to meet the recently-formed Human Services Committee of the City of York, to explain the ministry's services and discuss social services needs for that city. ●

society," said Mr. Sweeney. "This is the foundation of my belief and my vision." The audience's reaction was a resounding 15-second ovation.

Sponsored by the ministry and the OAMR, the conference was designed to reach a broad audience of professional and support personnel who are involved in the daily care, development, education and employment of people who are developmentally handicapped. Forty-seven different workshops under seven categories were offered in order to provide in-depth information to selected audiences.

The theme of day one was "Barriers and Attitudes", and one of the morning sessions, dealing with Bill 82, "Integration versus Segregation", enabled two respected educators to present their evidence and views on the integration of disabled persons into the school system.

George Flynn of the Waterloo County Roman Catholic Separate School Board supports full integration. "The school community forms a support team for the child that actively involves the parents, teacher and care givers. By actively involving all students, the janitors and secretaries within the ordinary school setting, everyone will benefit," said Mr. Flynn.

"Through the right combination of environment, the support of the right people who have the right attitude, people have the power to change."

Because Bob Cressman of the York Region Board of Education does not support total integration, people have asked for his dismissal.

"It is an emotional issue. Media reports tend to deal only with a situation rather than reporting the whole case," Mr. Cressman said.

"Advocacy groups will use parents to their own advantage because these parents are trapped by a movement," he added. "I don't believe in false hopes or rose-coloured glasses.

"Most exceptional children are in regular classrooms in the public schools of York Region. We still do not include the severely or profoundly retarded because of the exceptional needs of these handicapped children."

Mr. Cressman agreed with Mr. Flynn that integration would succeed only when "the classroom was prepared well and you can hand-pick the right people to run the program."

Second thoughts about the process of 'normalization' were shared by consultant Mary Kovacs who is one of the province's most active advocates of the program.

"The trauma of changing and moving to new living accommodations is demanding on any person. Therefore, it might be better to move a developmentally handicapped person into the normal community accommodation at the beginning," said Mrs. Kovacs.

## 'Why Can't I' Conference

"The range of ignorance is far, far greater than I ever believed and it must be experienced ... we still have a long way to go in our society in order to accept differences," said the Honourable John Sweeney to a captivated audience of over 400 ministry and community agency staff attending the "Why Can't I" Conference in Toronto last October.

Mr. Sweeney spoke of his personal experience in 1981 when he was actively working with the Sunbeam Home in Kitchener to create a group home for young adults who were developmentally handicapped. He said that he was shocked and disillusioned by the attitudes and beliefs of people toward persons who were labelled as "retarded".

"We all persisted and almost as always

happens ... nothing happened," said Mr. Sweeney in describing the reaction of neighbours once the home was in operation.

The minister was delivering the final address of the 2½-day conference and he used the opportunity to encourage the Ontario Association for the Mentally Retarded to continue its role of advocacy on behalf of developmentally handicapped persons and to work co-operatively with the ministry to create community services.

"Every person, regardless of appearance, ability and contribution, is to be respected, valued and supported. This is the only way that people who are disabled or elderly can be assured in the years ahead that they will have a place in



"Instead of having a (handicapped) person graduating from one unit, to the next unit, why can't we provide all of the services at once and gradually withdraw those services the person no longer needs?" she suggested.

"People don't like being told what to do. Why is an adult told to come in at 10 p.m. like a child? Why are they grounded for speaking their mind?" asked Peter Park about employees and operators of group homes. "The consumer (resident) should make the rules and decisions and hire and fire care givers," said Mr. Park, who was one of the representatives of the People First organization at the conference.

As one of the speakers on the future of vocational training, Mr. Park was blunt regarding the usefulness of current workshop programs.

"If a person is in the workshop for 32 years, what are they being trained for? What jobs are there in the open market that are the same in a sheltered workshop? Shouldn't there be a time limit on training?"

"The heck with segregated workshops because you only make friends with others who are segregated," Mr. Park continued.

"Treat us as adults and give us the information about resources that are available so that we are free to choose," he said. Mr. Park suggested that developmentally handicapped adults should be left to choose their own degree of independence. Help should be offered only when the person requests it. Staff should be available to assist handicapped adults, but not to intrude into their personal lives, recommended Mr. Park. ●

## Therapeutic Pool Opens at Huronia

The Mark Johnston Memorial swimming pool and whirlpool for the developmentally handicapped, was opened last October in the Huronia Regional Centre in Orillia by John Sweeney, Minister of Community and Social Services.

"The project marks a major advance in sophisticated treatment methods, both for residents of the centre and for those living in the community who are served by programs organized by the centre," Mr. Sweeney said.

Construction of the pool was made possible by the combined efforts of our ministry and the Ministry of Government Services.

The \$700,000 facility is named for Mark Johnston, a recreation supervisor for 11 years at Huronia, who worked on the planning of the project. He was killed in an auto accident in August, 1984.

About \$8,500 worth of special equipment was made available through the efforts of Huronia Helpers, a group of volunteers consisting of parents of residents of the centre.

The Huronia Regional Centre has

about 900 residents, and annually serves between 500 and 600 patients in community-based settings. Many of the residents and clients in the community served by Huronia have multiple handicaps, both developmental and physical.

Modern therapists have found that this type of patient can benefit greatly from water therapy, which not only combats existing muscular and functional

weaknesses, but also prevents degenerative physical ailments.

"An outstanding advantage of the project," Mr. Sweeney said, "is that it will not only provide high quality care and treatment to those residents who must live in an institutional environment for the foreseeable future, but that it will also give preventive, restorative and rehabilitative services to those clients living in the community." ●

## SVIS Kenora Conference Discusses Accepting Death

Modern medicine and life styles are so successful in prolonging life that our society has become "unfamiliar with death".

"I have never had the experience of having someone close to me die," said Phil Dickman of the Kenora District office during his introduction of social worker Hugh McMillan, at the Senior Volunteers in Service (SVIS) northwest Ontario Conference, held in Kenora in September.

McMillan has spent the past two and a half years at Lake of the Woods General Hospital counselling patients and their families on death and dying. He said that death is a part of life, and to the elderly, it is not a distasteful subject of conversation. The audience of 25 volunteers viewed a video-clip from David Suzuki's CBC show "The Nature of Things". Suzuki explained that... "we are not desensitized to death, but death has been cornered out of our existence...people make sure that we never come in contact with the body of a dead person."

The senior volunteers, averaging twice the age of their guest speaker, hung onto every word. They nodded in agreement when McMillan explained that 50 years ago, infant and child deaths were common and people easily accepted these as sad, unfortunate events. As an expert in palliative or hospice care, McMillan said that his job was to care for people who are dying and to help the family to accept and deal with their grief as a

natural phenomenon.

"Our first aim is to make the patient pain-free and as comfortable as possible," he said. If possible, every effort is made to help the patient return to their homes so that they may die in familiar surroundings and close to their families and friends.

"Death is a family crisis and we continue supporting the family in their grief long after the patient has died. Even after two years a person will still grieve."

In their daily work with other persons in retirement, the senior volunteers were eager to learn how they could be supportive to persons who were experiencing grief during the period of mourning. Although there is no conclusive proof, McMillan indicated that in his daily experiences with dying patients, they seemed to be more at peace once they knew that their families would accept their death.

"Some patients cannot verbalize their acceptance of death, but a good indication is when they start to give personal possessions away." McMillan also believes that even when a person is comatose they still have an awareness of when family or friends are present at their bedside.

"It is an emotionally liberating experience for the family to verbalize their affection and respect for a critically ill person, even when they think that the person cannot hear them," McMillan stated. ●



During their 1985 conference in Kenora, northwestern Ontario senior volunteers were given a tour of the area. Here they listen to tour guide Jim Muraki, right.

Dave Rudan



# Nouvelle politique des services en français: Les agences entrent dans la danse

par Sylvain Leclerc

Les agences communautaires qui dépendent financièrement du ministère des Services sociaux et communautaires, devront offrir aux clients francophones des services dans leur langue tout comme le fait le ministère dans ses régions désignées. Le ministre John Sweeney en a fait l'annonce le 21 novembre dernier à l'ouverture d'une conférence spécialement organisée à Ottawa pour la présentation de la politique et de ses objectifs.

La conférence a été mise sur pied par le bureau de secteur d'Ottawa afin de renseigner les principaux intervenants dans le domaine des services sociaux et de leur permettre de discuter dans le cadre d'ateliers les problèmes ou obstacles qui se produisent pendant l'application d'une nouvelle politique linguistique. Les 250 personnes inscrites à la conférence étaient pour la plupart des représentants d'agences ou des employés du ministère.

Pierre Lalonde est le coordonnateur régional des services en français et un des principaux organisateurs de la conférence d'Ottawa. D'après lui, le ministre Sweeney a dès le départ joué cartes sur table et précisé l'importance de cette nouvelle étape:

"Les gens des agences ont été très impressionnés par sa présentation à la session d'ouverture. Il a été une source d'inspiration pour le reste de la conférence."

Moins d'un mois après l'adoption de la loi sur les services à l'enfance et à la famille et de sa clause spéciale sur les services en français, la région du sud-est, avec son importante communauté francophone, était un terrain propice pour annoncer les grandes lignes de la politique. Les obligations en matière de prestation des services dans les régions désignées sont les suivantes:

- \* les responsables des agences doivent encourager les membres du personnel à se prévaloir de formation linguistique;
- \* déterminer quelles sont les tâches où

la connaissance du français est nécessaire;

- \* mettre sur pied des comités consultatifs francophones.

La politique comprend aussi les impératifs en ce qui concerne les moyens de communication, d'application et de planification.

L'accueil des médias et des associations francophones a été favorable. Le président de l'Association canadienne-française de l'Ontario (ACFO), M. Serge Plouffe, a écrit au ministre et aux organisateurs du ministère pour leur exprimer sa satisfaction à l'égard de cette mesure.

Le ministre des Affaires francophones a pour sa part souligné l'étape importante que marquait la conférence d'Ottawa dans le domaine des services en français du gouvernement de l'Ontario. M. Bernard Grandmaître qui était l'invité d'honneur à la session de clôture, a assuré qu'une impulsion nouvelle serait donnée à la politique des affaires francophones et que le gouvernement envisageait plusieurs options. ●

## United Way '85: We Pulled Together—with Heart

by Louise Hurst

In recent years our ministry has developed a hard-earned reputation as the ministry with heart. And during this period of financial restraint, staff have demonstrated an ability to create more effective programs through skilled financial planning and management, along with an indefatigable sense of responsibility and commitment to the client.

An exemplary illustration of this ability to combine sound business practices and a genuine commitment to community service, is the ministry's 1985 United Way campaign, which has exceeded its target by some \$8,000, or 10 per cent, to reach a grand total of \$86,005.56.

As a result of this achievement, the ministry has earned three awards from the Ontario Government Employees Campaign Council (the province's United Way co-ordinating committee). The first was an award for the highest personal donation average among ministries with a large labour component. Our ministry averaged \$42.33 per person. A second award recognized the highest increase in average donation (33 per cent for MCSS), with the final award given for the

greatest percentage increase in staff participating, among the ministries with large labour components.

These impressive results and increases in participation are directly attributable to a strong MCSS co-ordinating committee, chaired by Donna Marafioti. Her planning and organizational skills, spirited enthusiasm and willingness to help, effectively mobilized a network of 209 volunteers who in turn, elicited participation from staff at all levels.

Examples of such participation were nine staff who marched in full costume in the kick-off Mardi Gras parade, including two assistant deputy ministers — Art Daniels and John Burkus, as harlequin and musketeer respectively. Daniels and Burkus each displayed a flair for theatrics, leotards and plumes, unparalleled in management circles. The colourful costumes were designed and created by Susan Radford, team co-ordinator for Toronto area adults.

More than 500 gourmets were feted to exotic cuisine which was prepared and donated by staff, for the second international luncheon which this year raised \$3,000 as a result of Bunny Newman's organization and limitless energy.

Although only two happy travellers won the grand prize, over \$2,000 was raised in raffle ticket sales for the

Caribbean trip for two, generously donated by BWIA for the third consecutive year.

As proceeds from special events and personal donations began to accumulate, responsibilities for the financial accounting and reporting fell to team co-ordinators as well as campaign treasurer Laura Watson. Laura laboured long hours to provide a constant source of direction to canvassers and captains in order to finalize reports and totals within the required time frames.

In celebration of the campaign's success and in recognition of the hard work involved, the Minister, the Honourable John Sweeney, and the Deputy, Peter Barnes, hosted a luncheon on November 28, 1985, in the Macdonald Block in honour of the volunteers. Awards were presented to those campaign divisions whose fund raising efforts exceeded projected targets.

In congratulating the volunteers, both the minister and the deputy expressed their appreciation for the volunteers' efforts and their pride in the outstanding contributions made by all staff to the campaign.

In reflecting back on the success of the campaign, and the generosity of all staff, it is apparent that all MCSS really did was live up to its reputation as ... *the ministry with the heart.* ●



# Affirmative Action ...news

## New Faces in the Affirmative Action Program

by Estella Cohen

I am pleased to introduce our staff: Diana Rankin, Program Officer for the Central and Southwest Regions including Headquarters area, Debra Tackeberry, Program Officer for the Southeast and North Regions, as well as Darleen Williams and Joy Macdonald who are both on secondment to the Program.

Diana is from the Ministry of Natural Resources where she worked as an Indian Land Claims Researcher. While in this position, Diana was appointed Affirmative Action Branch Co-ordinator, responsible for the Branch's Affirmative Action workplans and initiatives.

Diana graduated from the University of Western Ontario with a B.A. and an M.A. in history. Her Masters' thesis topic, "The Mobilization and Demobilization of Canadian Women in the Work Force during the Second World War", reflects her personal commitment and interest in women's issues.

Debra is from MCSS's Northeast Local Office where she was an Income Maintenance Officer managing both Family Benefits and Work Incentive caseloads. She has extensive experience in career counselling and was often invited by Scarborough agencies and York University to discuss Income Maintenance programs in Ontario. Debra studied Mental Retardation at Humber College and worked for a summer at D'Arcy Place before going to complete a B.A. at the University of Toronto.

Darleen Williams is from the Ministry of Correctional Services where she was employed at the Maplehurst Correctional Centre. While in this position, Darleen witnessed the integration of women into non-traditional occupations. This experience, combined with her volunteer involvement with a women's hostel, prompted Darleen to develop her knowledge and interest in the Affirmative Action Program through secondment to this office.

Joy Macdonald was a Unit Program Director and Director of Community Services at Durham Centre and is also on secondment to our Program. She has applied her experience in facilities to a review of the status of women in middle and senior management in facilities for the developmentally handicapped.

## Women Staff in Facilities for the Developmentally Handicapped

On visits to Huronia Regional Centre, Midwestern Regional Centre, Muskoka Centre and Prince Edward Heights, Joy Macdonald talked to the administrators and staff in order to identify and make recommendations to overcome career obstacles facing women in middle and senior management.

Results from the study include:

- women are under-represented in management positions (9%), although women represent 62% of total staff in all facilities

- promotion for women is limited as facilities decrease their complements

- management staff remain in their positions, therefore, few vacancies are available.

Recommendations include:

- job secondments, accelerated career developments, and job rotations be continued

- annual Performance Appraisals include consideration of career goals and career development, as well as secondments outside the facility.

## Mid-year General Management Review Results (GMR)

Affirmative Action compiled and supplied the following results on Accelerated Career Development assignments to the Ontario Women's Directorate.

As of September 30, 1985, 330 Accelerated Career Development assignments are either in effect or have recently reached completion within this ministry. Of these assignments 83 were in the technological and 39 in the financial area. These two fields have been designated as the focus point in the five year strategic plan.

Mid-year targets were generously met in all areas with the exception of the Institutional Care category which fell short of the goal of 30 by 22 and the Professional Module which barely missed the targeted 10.

Your efforts to ensure our ministry meets the targeted year and Affirmative Action goals will most certainly be appreciated. Should this office be able to provide information of assistance, please contact us.

## Affirmative Action Activities

### Oxford Regional Centre

Oxford Regional Centre's Affirmative Action Committee held a dinner meeting October 7, at the Quality Inn, Woodstock. Guest speaker was Anita Dahlin, Supervisor, Southwest Region, Ontario Human Rights Commission, who spoke on systematic discrimination.

### Affirmative Action Luncheon

Chavia Hosek, President of the National Action Committee on the Status of Women, was featured as keynote speaker at MCSS's Affirmative Action luncheon held at Sutton Place Hotel in Toronto on November 18, 1985. Ms Hosek is an inspiring and dynamic speaker on "Women in the Public Sphere" which focused on the significance of women's influence upon government policies and legislation. Particularly interesting were Ms Hosek's views on Affirmative Action and the impact of free trade upon women's jobs.

### "Management Skills" Workshop

The Affirmative Action Program sponsored a three day "Management Skills" Workshop by Ruth Markel, management consultant and President, RNM Enterprises, at The McGill Club on December 2, 3, and 4, 1985. The workshop was designed for managers, supervisors, professional staff and team leaders who want to increase the effectiveness of their management skills. It included an informative presentation by Pat Jacobsen, Executive Coordinator, Management Board, on "Management Accountability". All participants agreed the information provided in the workshop is "critical to effective management in the '80s". If you missed this opportunity, another Ruth Markel workshop on Management Skills will be offered on June 10 to 12th, 1986.

### Congratulations to ...

Indu Gupta on her appointment as Financial Officer Trainee in Accounts Branch and to Susan Voisin and Anne Marie Dolan on their appointments as Technology Trainees in Management Information Systems Branch. Each of these positions is sponsored by the Affirmative Action Program. ●



# Volunteers

## Senior Volunteers Vital

by Dave Rudan

"There are 167 Senior Volunteers in Service (SVIS) in Ontario with 107 in the north and half of these are in the northwest," said Dorothy Singer, a Policy Analyst on programs for the elderly with the Ontario Ministry of Community and Social Services at Queen's Park. "Seniors serving seniors is the key in communities where services are not available," said Mrs. Singer who was part of the ministry's team that developed the SVIS program back in 1973.

"Seniors are today's greatest source for new volunteers," she added using the success of the SVIS program in the north as an example. This was the message heard by senior volunteers representing 25 communities in northwestern Ontario at their 10th annual conference held in Kenora at the Inn of the Woods.

"By the year 2000, 14 per cent of Ontario's population will be over 65 and there have to be more creative ways to meet the needs of an aging population with life styles which are different for today's senior citizens," said Mrs. Singer.

## Religious Programs Attract Young Offenders

by Aubrey Wice

"Very successful from day one", is the enthusiastic assessment of the series of light and easy religious programs provided for young offenders at the London Detention Centre. The programs have been presented for the past five years by Maribeth Chambers and her volunteers.

About 15 or 17 boys and girls ranging in age from 12 to 16 are the usual participants in the 21-capacity facility. The religious message could be offered through drama, puppeteering, story-time, discussions, a film, cartooning, demonstrations, even sessions of Christian rock music. Or there could be a chapel service.

Maribeth began visiting the centre as a volunteer member of a religion group. She was named co-ordinator three years ago and now has a support team representing a wide spectrum of denominations from Salvation Army to Roman Catholic, for the Sunday and Wednesday programs.

Their curiosity aroused, the youths respond very well, Maribeth says. Some of them are in detention up to 30 days, while others are being held for a court appearance. Their alleged crimes range

from shoplifting to murder.

Maribeth says her role is to work in liaison with the centre's administration and the Ontario government's pastoral services which, in that region, is under Rev. Cherry Flynn.

Maribeth says her program provided no formal counselling but that she has informal conversations with the youth.

"I try to get to know all of them on an individual basis," she explained.

Assessing the centre's youth, Maribeth says they are in a somewhat rebellious state, being more volatile than the average young person at that age, and are less trusting than other young people. She says many have no religious background.

Asked about their average reaction to her program Maribeth said, "Some thank me. Some criticize me. Others have no comment."

From the institution's perspective, Paul Doty, assistant superintendent, commented on the Maribeth team, "They do an excellent job."

## Seniors Help Seniors in York Region

by Aubrey Wice

While the Senior Citizens' Information Centre in Newmarket is sponsored by the Home Support Services for York Region, its total funding is from the Ministry of Community and Social Services, channelled through HSS. Overseeing both projects for the ministry is Brian Hetherington, MCSS supervisor, who works out of the ministry's Barrie Office.

Staffed exclusively by senior citizen volunteers, the Information Centre helps seniors who phone in Monday to Friday for information. Many inquiries are from new senior citizens unsure about pension information, especially what they are entitled to, or where to make application for certain services.

The Information Centre is a valuable resource for seniors but it also provides them with a welcome ear for a little phone chat during a day which can be otherwise lonely.

Home Support Services for York Region, started in 1980, two years before the Senior Citizens Information Centre, provides volunteer services that allow seniors, 60 and over, to remain at home instead of being moved into an institution. Some they assist are in their 80s and 90s.

The Ministry of Community and Social Services pays part of the operating costs for HSS with the balance coming from user fees, the York Regional government, and other revenues. It is from the

ministry funds that the HSS pays for the work of the Information Centre.

HSS operates in six areas across York Region. A co-ordinator oversees each area and Brian Hetherington is ministry representative while Margaret Ainsworth Evans is on leave.

The program has two parts. In the first, Home Helper, a representative visits a home to assist with things such as house-cleaning and cooking. Helpers even defrost refrigerators and do outside maintenance. But they do much more. One elderly client said, "they take a great interest — they go beyond the call of duty." Interpretation: they provide many of the small personal, helpful things someone close might offer if they were available.

In the second part of HSS, volunteers drive seniors to medical and other appointments, the post office and other places otherwise difficult for seniors to reach. They even take them shopping or will do the shopping for them.

## IN MEMORIAM

### Aubrey Wice

Aubrey Wice, Project Officer, Operational Support Branch and regular contributor to the *Volunteers* section of *dialogue*, died on November 23, 1985, from complications arising from a brain hemorrhage he suffered four days earlier. He was 72.

Graham Lethbridge, Director of the Operation Support Branch, remembered Mr. Wice: "We were fortunate in having such a distinguished Canadian journalist on a contractual basis for the last two years. With the Ministry, he made a real contribution to volunteerism, and to the course for administrators of homes for the aged."

Aubrey Wice had a unique style of writing that won him several local and international awards during his more than four decades in journalism. In addition to his work with the Ministry of Community and Social Services, Aubrey wrote a weekly column on religion for the *Toronto Sun*.

In an interview with the *Sun*, Toronto Anglican Archbishop Lewis Garnsworthy recalled Aubrey's effectiveness in that column.

"He wrote about people and situations and had an effective way of drawing pictures of church life that people could understand."

Aubrey Wice carried that unique style of drawing word pictures over into *dialogue* with his contributions about Ministry volunteers and their activities throughout the province.



# dialogue

CAZON  
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## For the children

- Work-related day care
- The child and family advocate
- Combatting child sexual abuse
- Native day care







# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney

Minister

Peter H. Barnes

Deputy Minister

## dialogue

DIALOGUE is published six times a year by the Communications Group of the Ministry of Community and Social Services to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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Cover: Pauline Davey with toddlers Tamara and Tyson at the Moose Factory Day Care Centre. Photo by Robert A. Miller. See story p. 10.

ISSN 0710-8478

# Hurononia's new homes

by Susan Brooks



Koni Lattner



Koni Lattner

**T**he two transitional homes for the multi-sensory-handicapped residents at Hurononia Regional Centre are now a reality.

On January 22, 20 residents moved into the modern, self-contained homes. Each house has five large bedrooms that accommodate two people per room. There are two full-size bathrooms, a two-piece washroom, a main floor laundry room, living room and dining room. The kitchen is equipped for independent living. Although the food is initially being catered, we have been told that already breakfast is being prepared by the staff on Saturday and Sunday mornings.

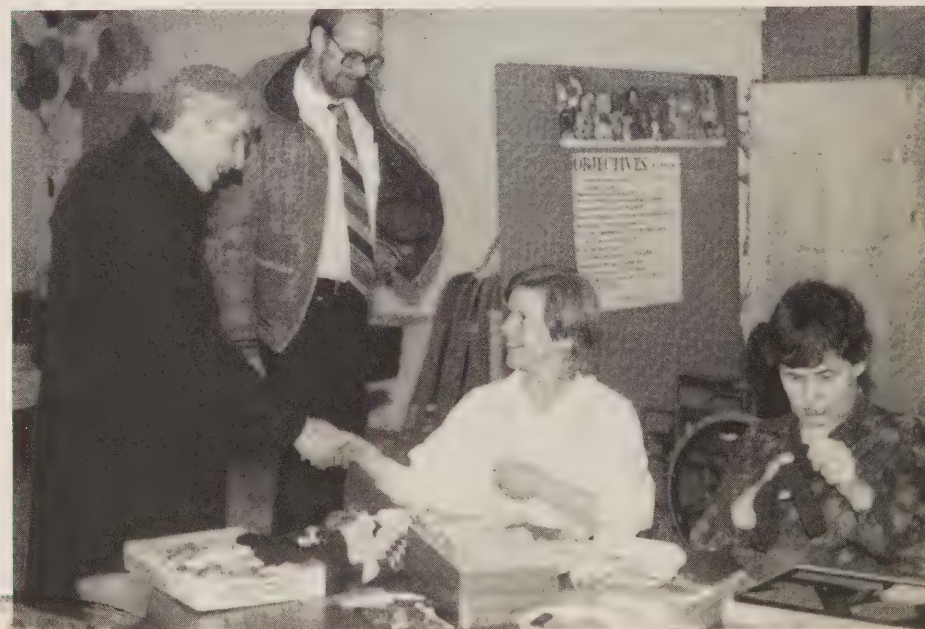
These houses are located behind the pavilion and adjacent to the therapeutic pool. There are several

therapeutic programs already in existence, with proposals for more to meet the needs of the blind, the blind-deaf, and the hearing impaired.

Even as the proposal was being made by the centre to build these houses, the priority list of clients was being formulated. This was done through the annual interdisciplinary team meetings.

Prior to the actual move, counsellors, block program staff and the clients were oriented to their new environment. They took an in-depth room-by-room tour to familiarize themselves with the layout of their new home.

Relatives and friends of the clients were invited to attend a special spring opening, prior to the official grand opening. ●



David Grossman

A tour of one of the various workshops at the Prince Edward Heights complex in Picton was part of Community and Social Services Minister John Sweeney's February visit to ministry-operated and funded services and programs in southeastern Ontario. Rick Williams, administrator at Prince Edward Heights, looks on as the minister greets staff member Terry Brown, centre, and resident Marlin Selway.



## A DAY IN THE LIFE

# When it is **SERIOUS** you can let us know

Story and photos by  
Prudence Whiddington

*Les Horne, child and family advocate*



*Child and family advocate Les Horne.*

**H**ave safety net, will travel. Meet that master of travelling net-weavers—the Ministry of Community and Social Services' Les Horne, child and family advocate.

Les travels throughout Ontario—literally, in person; and figuratively, by telephone—to listen to, monitor, and support the people with severe disabilities or social handicaps whose needs ministry staff do their best to meet.

His sorties to Sault Ste. Marie, Thunder Bay, Windsor, Ottawa and other centres are punctuated by the occasional day or so in and around Toronto.

And every time Les Horne is away from his Queen's Park Office of Child and Family Advocacy, he returns to a sheaf of written or telephone inquiries.

An urgent call from one of the ministry's child care centres: we've admitted two disturbed young people. They are assaultive—and deaf. Both need the attention of a

larger proportion of staff than can be spared. How can we get these kids the help they should have?

An inquiry from a probation officer: this 15-year-old says he did it. He wants to plead guilty in order to finish his sentence as soon as possible and return home to his father. But his lawyer won't listen to him; he wants the kid to plead not guilty. The kid's upset—what shall we do?

A cry for help from a group home for developmentally handicapped adults: one of our residents has suddenly become disruptive and angry—we can't seem to do anything to calm her. The program supervisor suggested we call you. Can you do anything?

Also to be dealt with are the 25 or so letters that come in each month from the adults and children who fear they may be falling between the slats of the system.

They know where to write,

*continued on page 4*



Boundless Adventures

*One of the organizations that Les Horne supports is Boundless Adventures, which provides wilderness experience trips for psychiatric patients, children and adults who are developmentally handicapped, and those who are emotionally disturbed. He is especially interested in non-traditional ways of working with deprived and needy people. This photo shows Boundless Adventures participants shooting the rapids on the Madawaska River.*



## A DAY IN THE LIFE

*continued from page 3*

because the pamphlet *When should I write to the Advocate?* that comes from the Office of Child and Family Advocacy explains:

"If you are being hurt and there is nobody to listen;  
if you are being used sexually;  
if you are being threatened and are afraid to tell anybody;  
if your possessions are being stolen and you have tried to get help, but nobody will do anything;  
then it is **SERIOUS** and you can let us know."

The child and family advocate will listen carefully to serious complaints and help to do something about them.

All the complaints are considered and investigated by Les Horne and the ministry's other full-time family advocacy person, Ella Knott.

Always sympathetic, yet realistic and practical, Ella—like Les—knows how to listen and what questions to ask. Both keep Lyndon Johnson's admonition uppermost in mind: "If you're talking, you're not learning."

Les Horne's effective but quiet success in his role as Ontario's child and family advocate can be attributed in part to his personality, in part to his years of experience with all sorts and conditions of people.

A librarian by trade, by inclination Les Horne was a youth worker with

gangs of disturbed and militant juveniles on the streets of London, England. By the mid-1950s he had combined his two professions and was putting libraries into correctional institutions throughout Ontario—starting with what was then the Guelph Reformatory.

From the first, the reformatory library was popular—especially the murder mysteries, which seemed to be everywhere in the institution except on the library shelves.

"Sure, the clients preferred mysteries!" Les recalls. "They'd hollow out the centre of the books, fill them with—oh, anything: tobacco, drugs—then hoard them and lend them to each other at an inflated 'price' measured in plugs of tobacco. A great racket!" He allows the listener to enjoy the humour of that, then adds almost as an afterthought: "But of course, we couldn't let it last."

Once the province-wide library program had been completed, Les began to concentrate more of his time on community work—on the effects and programs of the correctional system, on troubleshooting, on community responses to hard-to-serve people and, for the past 10 years, on his work as advocate from within the Ministry of Community and Social Services.

His easy-going manner cloaks not only a vast compassion but an encyclopedic knowledge (helped by

access to computer) of Ontario's social services, a thorough understanding of ministry procedure and mandate, and an unerring instinct that enables him to separate fact from fiction.

It's not easy to fool Les Horne. Nor is it easy to argue against the carefully weighed suggestions and comments that are his way of unfurling the safety net of child and family advocacy.

During a typical day in and around Toronto, Les works to strengthen the safety net and to solve some of the problems he finds waiting for him after the previous day's return from Sudbury.

At 8 a.m. he meets the director from Thistletown Regional Centre. What to do about those two assaultive deaf kids?

For a start, says Les, the superintendent at the Ministry of Education's Ernest C. Drury School for the hearing impaired has agreed to lend Thistletown one of the staff from the school. He has "signing" skills and will be able to "talk" with the youngsters, though he won't take over the job of coping.

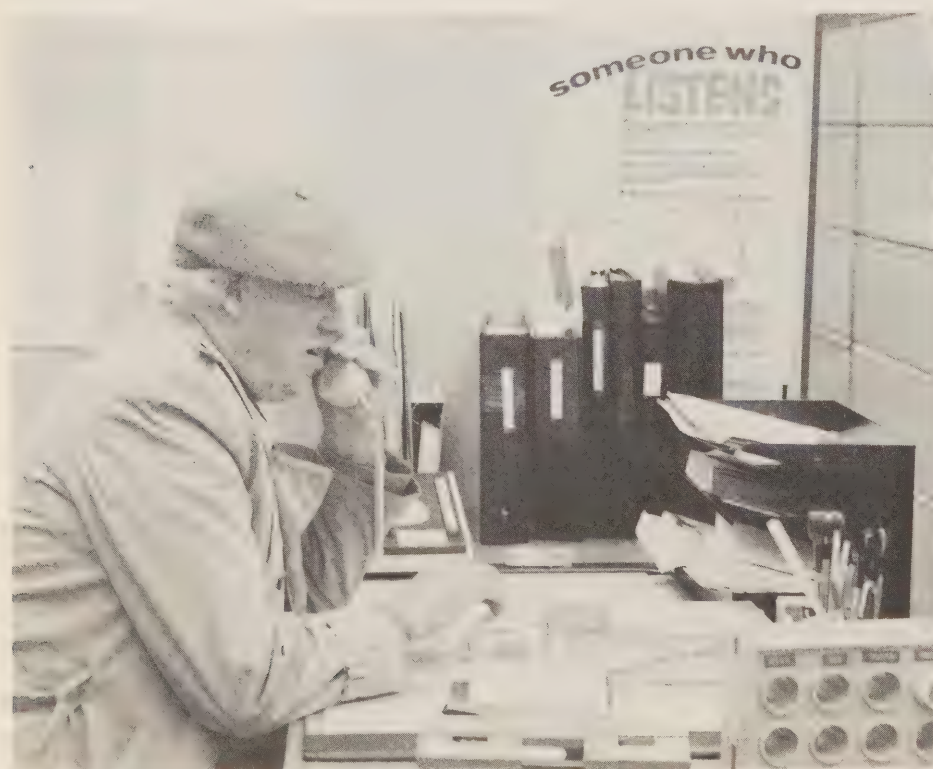
He will also help train some of the Thistletown staff to use the hand signs—a useful skill for the future as well as for right now. Negotiations for a long-term solution, perhaps by increasing the number of staff at Thistletown, may be started soon.

Shortly after 10 a.m. there's another meeting, this time at the ministry's Observation and Detention Home on George Street in Toronto's downtown core. With the youth counsellor, Les talks to the 15-year-old who wants to plead guilty. For perhaps the first time in his life, the kid is not playing follow-the-leader on a major issue. He really does want to go home, and has made his own decision about how to do so. Legally.

"What the kid wants, and certainly if it's in his own best interests, must come first," Les Horne says. "No question about it. That's what the Child and Family Services Act says."

Les promises to explain the teenager's preference to the lawyer. If the lawyer continues to insist on the not-guilty plea, the advocate will suggest briefing a different lawyer. The 15-year-old likes that idea: he agrees, and the youth counsellor approves of the boy's decision.

Back in his office, Les calls the person who runs the special ward at the hospital in Hamilton. He



*Before he has a chance to take off his hat, Les Horne is on the phone at the Office of Child and Family Advocacy, Queen's Park.*





*Keeping in touch is important to Les. He helped this young woman find a home several years ago.*

arranges for a psychiatric assessment, soon, for the disturbed adult from the group home. Then he calls the people in charge of the home to confirm the consultation.

Later in the morning, Les Horne drives out to Kerry's Place, home of 11 autistic teenagers, near Maple, just north of Toronto. Autism is a disorder characterized by severe problems in behaviour and an inability to relate to people in a normal way.

Kerry's Place is a spacious turn-of-the-century farm home with high ceilings and large rooms, set well back from the road. With its farm buildings, greenhouse, and garden, it provides the eight boys and three girls with as friendly and normal a lifestyle as they could find anywhere.

There's no problem at Kerry's Place for Les to look into; he just wants to keep in touch with the staff and with Juana, whom he helped to find support and comfort there some three years ago.

Juana is a tall and lovely looking 13-year-old. She never speaks; her wide brown eyes give no indication of what is going on in her head; she cannot receive or act upon any suggestion or request. But the rapid, almost frantic, movements of her hands and fingers indicate that she recognizes Les Horne and is pleased to see him.

Lunch is a sandwich in the car on the way back to Toronto. But it's several tasty and nourishing chunks of roast meat, held in place by two slices of whole-wheat bread. It

comes from Kerry Place's modern kitchen, at the thoughtful suggestion of the cook.

At 1:30, Les chairs the monthly three-hour meeting of the Interministerial Placement Action Committee. The permanent members come from the ministries of Health, Education, and Community and Social Services, and from private organizations.

The member from the Toronto Children's Aid Society demonstrates the effective use of a computer to track residences, group homes and facilities to fill specific needs.

Non-members may request a hearing before the committee. Two social workers from the Niagara Region explain the case of a nine-year-old who is unable to learn in the classroom.

Les is pleased to hear that interim funding will alleviate the problem for the next few months, and undertakes to ask the Health and Education ministries to join with his ministry in a discussion of future policy amendments.

From the Sault, a field worker brings details about a 19-year-old retarded man whose attention span can only handle 20 minutes of programming a day, and whose progress is impeded by his family. Les and the committee arrange to set up a teleconferencing session next week; they will try to find a home-like residence for him away from his home town.

The Interministerial Committee meeting ends late, and Les Horne barely has time to reach the Lloyd S.



*Les Horne and Ella Knott of the Office of Child and Family Advocacy.*

Richardson Residence in Scarborough for the 5:30 meeting there. This children's aid society residence offers immediate but short-term help for children in need of care or protection.

One resident, Sally, has been there for nearly a year. Other arrangements must be made for her. One suitable residence is being renovated and cannot promise to admit her until summer; another is unwilling to make a commitment. Alleging that she has been abused at home, the teenager shows uncontrollably aggressive behaviour and emerging problems in becoming an adult.

The Official Guardian, concerned about Sally, has asked Les Horne to give his opinion.

Six people attend the meeting: the girl's lawyer, four social workers, and Les. Absent is the police officer who will know whether Sally's allegations are sufficient to bring her father to court—essential information before Sally can be moved to a suitable long-term placement. Also, her present lawyer can act for her only in a civil suit. Les Horne offers to contact the police and discuss the criminal charge, then contact the girl's lawyer and the Official Guardian.

"I'm not worried about their attitude," he says firmly at the meeting. "It's how the kid will benefit that's the main point."

To Les Horne, that's always the main point—regardless of whether the person is a child or an adult. And, though he weaves a safety net rather than magic, to many of the people who have contacted him he is the next best thing to a wizard. ●

*Juana and Sally are real teenagers; only their names have been changed.*



# Building a healing community

*More than 300 Ontario professionals whose work involves children met this March at a provincial conference on child sexual abuse, sponsored by the Ontario Centre for the Prevention of Child Abuse (OCPCA).*

by Jane McKinnon

“Child sexual abusers were often victims of abuse in their childhood,” said Dr. Renee Fredrickson, noted child abuse expert from St. Paul, Minnesota.

Fredrickson was a keynote speaker at the first province-wide conference on child sexual abuse, held March 17 to 20 in Toronto.

“Some victims appear to identify with the aggressor and repeat the cycle of violence,” she continued. “If we want to prevent a geometric progression in the number of victims, we have to ensure adequate treatment for victims today.”

Each year reports of child sexual abuse increase dramatically in Ontario. This is likely due to increased public awareness of the problem rather than increased incidence. However, the fact remains that child sexual abuse is an

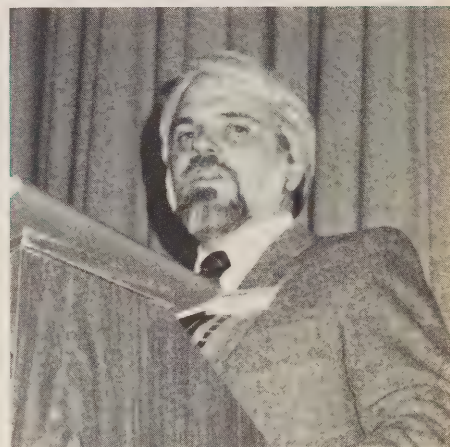
issue of pressing concern to professionals who are requesting further training in the area.

While most professional training to date has focused on identification, investigation and initial case management, the conference addressed longer-term treatment issues.

Fredrickson said that discovery is the first stage of treatment for the victim. This involves creative questioning on the part of the professional.

“Victims may be in a state of shock or denial,” she said. “It is important that the professional dig deeper whenever the victim reveals something about the abuse.”

Fredrickson, who has worked in the field for 12 years and has gained distinction for her work with pre-school victims, stresses that this is not an easy task as the details are



Betty Notar

*“If we send an offender to prison without treatment, he will likely come out with an increased appetite and repeat his offence,” said Jon Conte of the University of Chicago’s School of Social Work.*

often perverse and repugnant.

Healing begins for victims through telling the hurtful details they carry around inside them. Sometimes it takes years for the whole story to be revealed.

Few would disagree with the need for treatment for victims. However the issue is not so clear-cut when it comes to offenders.

“Our society has a strong punishment fixation,” said Jon Conte, keynote speaker from the University of Chicago’s School of Social Work. “However, if we send an offender to prison without treatment, he will likely come out with an increased appetite and repeat his offence.”

This issue of offender treatment was addressed by several Ontario professionals, including Dr. William Marshall from Queen’s University; James Horley of the Penetanguishene Mental Health Centre; Margaret Bogue, a Toronto therapist; and Gloria Campbell from the Ontario Correctional Institute in Brampton.

Offenders are usually male, with low self-esteem and problems



Betty Notar

A scene from *Journey from A.M.U. (“All Mixed Up”)* was presented at the conference. Left to right: David Scammell, Flora MacDonald and Michelyn Emelle. This drama teaches children in Grades 1 to 8 about their bodies — the difference between a “good touch” and a “bad touch”. Developed by the Metro Toronto Special Committee on Child Abuse, it’s part of a Toronto Board of Education prevention program. More than 60,000 children have seen the play and participated in follow-up sessions.



around their own authority and masculinity. Most were victims of abuse themselves and have violated more than one child.

Before treatment can occur, the offenders need to be confronted with their act and its impact on the victim, on themselves and on their spouse.

According to Bogue, who works with offenders in short-term crisis groups, this is not done easily. "Offenders have a strong denial system. Generally, they don't believe what they have done is bad or has caused hurt."

Because of this denial, offenders usually don't seek treatment voluntarily. Most are there at the direction of the criminal court or child welfare systems.

However, according to Toronto lawyer Marion Lane, some offenders never get to court due to limitations in our criminal justice system which make it difficult for children to testify.

Under criminal law, children under 14 must convince the court that they are capable of understanding the nature of the oath before being sworn. In addition, there must be

corroborating evidence to support a child's testimony.

For these reasons, some cases don't go to court or are dismissed. The Badgley report which was tabled two years ago with the federal government recommended

***There are still many people who prefer to avoid the issue of child sexual abuse.***

***"Offenders have a strong denial system. Generally, they don't believe what they have done is bad or has caused hurt."***

that every child has the right to testify and that corroboration as a statutory requirement be abolished. Many professionals have encouraged the implementation of these recommendations.

Mary Wells, a Toronto therapist who helps prepare children for court, said that even if there is no conviction, the court process can be therapeutic for the victim. It provides the victim with an opportunity to confront the

offender and to reveal how he or she felt about the assault.

Other issues raised at the conference included the need for greater public education/awareness about the issue and enhanced prevention programs.

There are still many people who prefer to avoid the issue of child sexual abuse. The details can be so sickening that for some it's easier to believe the child is fantasizing.

A study of teachers before they went through the prevention training program of the Metropolitan Toronto Special Committee on Child Abuse revealed that 30 per cent thought children made up the stories and 36 per cent thought children provoked the assault. After training, these numbers were reduced to 12 per cent and 7 per cent respectively.

If our society is to provide victims with the proper support, it's important that the nature and extent of this complex social problem be recognized and understood.

As well, steps must be taken to create innovative new prevention programs, so that we can build a community that is truly healing. ●



Linda Johnston



# ork-related child care

## *An idea whose time has come*

by Sam Bornstein

*As part of its message to other employers, the Ontario government is showing the way for work-related child care. Seven centres are in operation across the province, with more on the way.*

“‘**C**an you give me a minute? I’ve got a baby in my arms.’”

There isn’t even a hint of annoyance in Jeni Farrant’s voice as she puts a caller on hold. Farrant, the director of the Queen’s Park Child Care Centre, is doing what she loves best—providing a hands-on level of care for one of the hundreds of children she’s been involved with during an impressive career in child care.

Farrant oversees a staff of 12 in one of the province’s most recently-opened workplace day care centres. This one, with a capacity of 64 children aged three months to five years, serves civil servant parents primarily, but up to a quarter of the clients can be from outside the government. The centre occupied newly-refurbished quarters in the MacDonald Block, just across from the legislative buildings, early in January.

Day care centres like this one situated in the actual workplace are just one of the options now being promoted by the Ministry of Community and Social Services as part of an employer-supported child care strategy.

“Child care is no longer deemed to be a woman’s issue. It’s an economic issue; it’s a family issue,” says Richard Bradley, provincial co-ordinator of workplace child care advisory services.

“What we’re doing,” Bradley explains over a cup of coffee in his office, “is trying to involve employers in helping their employees who are working parents cope with the stresses of child-rearing and finding adequate, appropriate and affordable child care services.”

“There’s pressure from within companies,” Bradley says. “They’re beginning to realize that the typical



*Officially opened March 4, the day care centre at Queen’s Park has space for up to 64 children.*  
Photos by John Ecker

family in Ontario today has no adult at home during the day.”

Bradley’s office can assist employers in many ways. Companies can provide information to their workers on day care options in the community; they can set up referral services to match their workers’ needs with services; they can arrange with an already established day care centre to reserve a number of places for the children of their employees; they can establish a schedule of flexible work times, making it easier for employees to

take their children to and from day care centres.

Or they can become involved in the option of preference, at least from the perspective of many working parents, by building a child care centre in the actual workplace.

The first such day care centre in Canada was set up in 1964 at a Toronto hospital. More than 20 years later, there are fewer than 100 such centres across the country.

“Cost is the principal problem,” Bradley explains. “I’ve had major employers in Ontario tell me they’ll





*Dr. Beverly Wolfus of Community and Social Services enjoys a lunch-time visit with her daughter at the Queen's Park centre.*

pay to get the thing started up—they'll buy a building and renovate it—but they don't want to be saddled with the year-to-year operating costs."

One company which has made the plunge is Tiger Brand Knitting in Cambridge. Twenty-one toddlers and pre-schoolers, most of them the children of Tiger's largely female workforce, are cared for at Tigger House.

"It doesn't make economic sense," says Martha Turner, the administrator of Tigger House and daughter of the company's president. "We're here for our employees and the company absorbs all of the losses because we like to be able to offer our workers day care. I can't see any good business reason to do it."

It has, however, made for a happier workforce, Turner says. "It's definitely had an impact on employees. The morale is much different. It's quite a family thing. The centre's full and there's a waiting list." To meet the demand, Tigger House is being expanded to 37 spaces.

Back at the Queen's Park Child Care Centre, director Jeni Farrant is answering questions from a visitor. It's one of the few times in the day she'll be able to sit down, and she doesn't let the opportunity pass—she's munching on a muffin. She agrees workplace child care is a big plus for parents.

"If a parent knows that their child is just downstairs or very close by, there's a sense of assurance. They can say 'if I feel like it, if I want to check, I can just walk downstairs and I can go in and just reassure myself that my child is OK.' In a day care centre where you don't work close by, you can't do that."

Many parents come in during their



*Kids and phone calls are all in a day's work for Jeni Farrant, director of the Queen's Park Child Care Centre.*

lunch hours to help feed the children, says Farrant, and there are even some working mothers who continue to breast-feed infants.

"Usually children have separate lives. They have their home life and they have their day care life. Here, it's not so separate or compartmentalized. The children see their parents during the day so it all runs together for them. To me, that's a really big benefit to the children and to the parents."

There's also evidence to suggest that employer-supported child care can pay dividends in increased productivity.

"Parents with children in our centre are much more settled and reassured on the job because they have peace of mind," Farrant says. "They tend not to take so many sick days off because they're happier and healthier people, so the employer gains."

It can also be a major selling point for a company trying to employ good people, says Richard Bradley. "If you talk to private sector people who have got into this, they tend to be quite keen on the recruitment



*Mandy, left, and Michael make music while their parents work nearby in Queen's Park offices.*



*Jenny, a child care worker at the Queen's Park centre, with one of the infants in her care.*

value of having a child care centre...They think it's just a tremendous thing in terms of attracting and then keeping staff."

Anne Halverson, a cost recoverable and claims clerk in the Ministry of Natural Resources, enrolled her son Geoffrey in the Queen's Park centre when it opened. He was 14 months old at the time.

"I think it's great," she says from her office in the Whitney Block. "I find it really convenient for bringing him in in the morning and taking him home at night. It's more convenient because he's coming right to work with me."

"My husband, who works at the Ferguson Block, thinks it's great too. He visits Geoffrey on his lunch hour."

Some parents have complained about the fees at the centre. They range from \$115 per week for infants to \$95 for pre-schoolers. But Mrs. Halverson considers it good value. "I was paying close to what I'm paying now to a babysitter before the centre opened. Geoffrey is getting more at the day care because there's so much more equipment. I'm getting more for my money."

The provincial government, which provides operational start-up funds and some capital assistance to non-profit centres, will open at least five more centres for public servants across the province over the next three years. There are already seven in operation.

Richard Bradley, provincial coordinator, says, "As part of our message to other employers, I think we have to demonstrate to them that we are prepared to take some leadership in this."

"It's an idea whose time has come." ●



# “Our past — keeping us together”

*“Culturally appropriate” day care materials give native children a head start on learning about their heritage.*

Story and photos  
by Robert A. Miller

When a day care centre opened on Walpole Island reserve (near Chatham) several years ago, all of the children's toys were stored in sweetgrass baskets, one of the crafts created by local people.

The children took their naps in cots covered by hand-made quilts with native patterns. “In hunting season, the kids had wild duck to eat,” said Mari Cole, the ministry's Early Childhood Education (ECE) consultant for the Windsor area. “They had Indian bread, and the spice/raisin top-of-the-stove cake they make.”

About 30 day care programs are in operation on Ontario's Indian reserves, many of them offering native language instruction to their children. Cultural content varies according to local interest, but those who promote native heritage have the same idea in mind: start them when they're young.

Sometimes, the very introduction of day care on a reserve has been a

difficult concept for some people, especially elders, to accept.

“On our reserve, there's a split in the people,” said Lu Ann Hill, supervisor of the Six Nations Day Care Centre in Ohsweken, near Brantford. “Some are church-goers, others are traditional longhouse people. It's much harder to convince the longhouse people that day care is okay because that's where the strong extended family ties are. For them, that's where you *belong*, with your family.”

But, she noted, the members of the extended family such as grandparents aren't always available to care for a young child.

Lu Ann said she has 46 kids on her waiting list right now. “That's the most we've ever had, so I think we've won over the people,” she said with a laugh.

Her day care centre offers a native language program: a Cayuga-speaking teacher comes in three hours each day.

Lu Ann has tried to have local

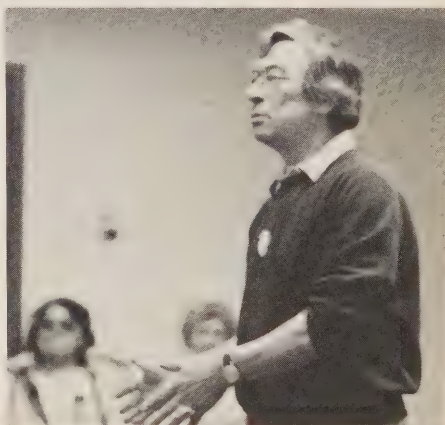
storytellers visit the centre to talk to the children, “But for the longhouse people, it's natural to do storytelling in the home, to a couple of children, or with family and friends. It's not natural for them to do it in a school setting.”

Basil Johnston is an Ojibway storyteller who practises his art as a lecturer for Toronto's Royal Ontario Museum. This February, he was in Moosonee, where he told several colourful tales to a captivated audience at a provincial native day care conference. The gathering, which is held in a different native community each year, offers day care providers new ideas on how to enhance native children's pride in their heritage. This year's theme was “Our past — keeping us together”.

Besides Johnston, who told stories like the ones in his books *Ojibway Heritage* and *Moose Meat and Wild Rice*, other workshop presenters were Cree actress Shirley Cheechoo, Ojibway painter Blake Debassige,



Maureen Cheechoo with toddlers Tamera Blackned, Tyson Weistche and Lindsay Tomatuk, right, at the Moose Factory Day Care Centre.



As he started to speak, storyteller Basil Johnston asked his audience at the Moosonee day care conference not to write anything down. “Indians always remembered everything in their minds before,” he said.



and the Jimmy Sky Iroquois Dancers from Six Nations.

There were displays of locally-produced toys and crafts, and publisher Fitzhenry and Whiteside presented its "Circle" series of books for pre-schoolers with subject matter relevant to native children. The Ojibway and Cree Resource Centre of Timmins displayed a variety of materials throughout the three-day event.

In his workshop, painter Debassige

of Manitoulin Island said that for him, "In all of this the bottom line is pride, a child's pride. The cultural emphasis develops a young person's background, even their will to survive." He recalled that as a child, he was punished for speaking his own language in the schoolyard.

Dancer Jimmy Sky, who has been performing since the 1940s, brought a smile to the audience when he was asked how often he practised. "I don't have to practise," he replied.



*At the Moose Factory day care, Pauline Davey gives a helping hand to Jennifer Corston, left, and Lindsay Tomatuk, two toddlers in her care.*



*The Jimmy Sky dance troupe from Six Nations performed several traditional Iroquois dances at the provincial native day care conference in Moosonee.*

"I've been an Indian all my life."

For people in the Moosonee area, such as Frances Sutherland, supervisor of the Moose Factory Day Care Centre, the conference was an important cultural experience.

"They were actually quite new ideas to us, especially what Shirley Cheechoo did with drama," she said.

"We implemented some of her themes into our program, particularly the one where each child acts out the characteristics of a different animal. We were really quite surprised to see some of the children actually doing it."

Another important discovery for Frances was the book *Native Foods and Nutrition*, distributed at the conference by Health and Welfare Canada. It discusses the nutrient value of native foods such as wild greens, bannock, caribou and moose meat.

Moose Factory's first day care centre opened in 1973, with about a dozen children. Now 34 native and non-native children attend the centre at the reserve, on an island across the river from Moosonee.

Beth Jaakkola, the ministry's ECE consultant in Timmins, was on the planning committee for the Moosonee conference, and she saw a positive result in getting the native day care people together.

"Because they know each other now, they're more likely to call each other  
**continued on page 12**



*In her drama workshop, Shirley Cheechoo encouraged native day care providers to have the children in their care act out traditional stories. She got her audience involved by having them perform in several acting exercises.*



## OUR PAST

*continued from page 11*

other for help about funding, program issues and band policies," she said.

When a reserve (or any other group) expresses an interest in starting a day care centre, it would be the ECE consultant, in this case Beth, and a program supervisor who would be the first ministry contact people, said Suzanne Zakoor, the child care co-ordinator for Northern Region. Northwestern Ontario, with its many reserves, has a lot of requests right now for establishing child care programs, she said.

"I would help by looking at what the needs of the children are, what kind of program would best suit the environment, and I'd look at the facility, if there was one," Suzanne said. She would also examine the costs involved in renovation, equipment and staffing.

"Now we're looking at establishing private home day care nurseries on the reserves, because some of them don't have buildings that are suitable for renovations," she said.

Once a program is in operation, the district or area ECE consultant continues to be involved. For example, Lu Ann Hill of the Six Nations day care gets regular visits from Shirley Wheeler, the ECE consultant who works out of the ministry's Hamilton Area Office.

"Apart from doing all the basic things like enforcing the rules and seeing that everybody is up to date with their licensing requirements, Shirley offers a tremendous amount of support," Lu Ann said. "She always has a lot of good suggestions."

Mari Cole, Shirley's counterpart in the Windsor Area Office, said that beyond the basics, the ECE consultants get into developing a day care staff's management skills and interpersonal skills, as well as suggesting new approaches for programs and creative ideas for equipment or space usage. She was happy to be able to spread around some of the native day care ideas she picked up at the Moosonee conference.

One thing is certain: the development of curriculum for day care is gaining increased emphasis, and cultural heritage will be a big part of it. "Like a lot of things in education," said Suzanne Zakoor, "the focus has not been on pre-schoolers in the past, but now it is." ●

# Showing them that it's wrong

*New videos from the John Howard Society in Waterloo region deter young people from shoplifting and vandalism.*

by Doreen Pitkeathly

**H**ow do you convince a child under 12 years of age that it's wrong to commit offences like shoplifting and vandalism when he knows he can't be criminally prosecuted for them?

That was a problem the John Howard Society in Waterloo region was pondering long before the Young Offenders Act came into effect.

They found their answer in video.

Since last July, when a limited pilot project was launched, more than 100 young people have been referred to the Kitchener John Howard Society by the Waterloo Regional Police to view an anti-shoplifting video prepared by the society.

The video, with its accompanying workbook, is designed to deter young people from shoplifting by providing moral and factual information about the offence.

Featuring local settings, local police officers, a local Youth Court judge and John Howard Society staff, the video explains to the young viewer the legal consequences if he continues his actions and is apprehended after turning 12 years old, but it goes

further than that.

"We had to appeal to their sense of logic and their sense of conscience," said Barry Clark, supervisor of the society's Community Options Program and the initiator of the video.

"We try to explain, in dramatic images, the cost of their actions to the community and the consumer. In order to do that we really have to explain the whole concept of profit and loss, using a mini sample store. Most in that age group have never really thought of it in those terms before. And that seems to be the major impact of the video on those who have seen it," he said.

The anti-shoplifting video is only the first of a series. Work has already begun on an anti-vandalism video and there are plans to follow that with a video on drug and alcohol abuse. Research conducted by the society revealed those were among the major problem areas in the under-12 age group, Clark said.

Preparation and production of the videos and the program itself is being carried out on an informal, part-time basis by the society's community options staff with no direct funding, said Clark, adding



*In its anti-shoplifting video, Kitchener's John Howard Society explains to young shoplifters the cost of their actions to the community.*



that the minimal costs incurred have come from an existing Ministry of Community and Social Services budget.

Dan Vos, a society program coordinator, was responsible for researching, directing and scripting the shoplifting video. He'll be assisted by another program coordinator, Brenton Salt, for the vandalism video.

Clark said Rogers Cable TV donated its production talents for the project and support and assistance from local organizations, the Waterloo County Board of Education and the local police have made it a true "low budget" production.

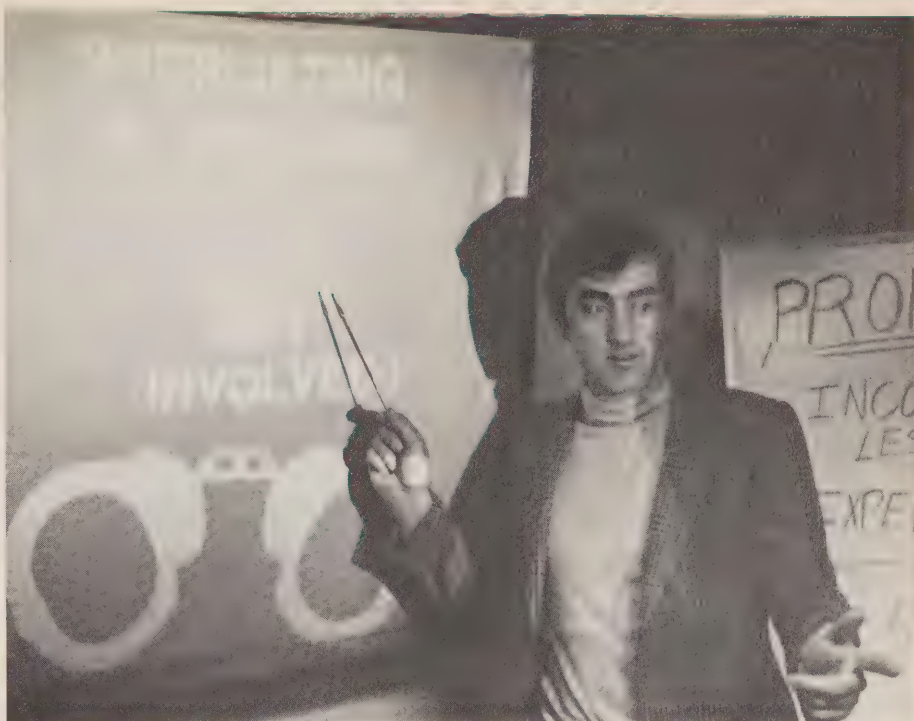
For the vandalism video, which will be developed over the summer, Clark said he'd like to see some involvement of young offenders in the production of the video and in the direct delivery of the program in a peer-counselling capacity.

While no formal funding was provided by the ministry for the project, Clark said the Waterloo Area Office has been "fantastic" in terms of co-operation and encouragement for the program.

Charles Caudle, program supervisor at the ministry's Waterloo office, said that while he hasn't actually seen the shoplifting video, he was impressed by a presentation about the program.

"It looked like a very good program and it's something that's definitely needed. What we're most impressed with here is how innovative the local John Howard Society is. This is just one example," said Caudle.

Community response has also been enthusiastic since the informal introduction of the program last year. Along with police who have



Dan Beckett

*Dan Vos researched, scripted and directed the John Howard Society's anti-shoplifting video.*

informally referred young people to the society to view the video, a number of schools in the Kitchener-Waterloo area have requested it be shown and the Waterloo County Board of Education has already expressed interest in making it a part of the board's formal curriculum.

Clark said the final version of the workbook is ready for printing so the program can be formally introduced this summer. It will be aimed at primary prevention — shown to students in the schools — and at secondary prevention — shown to young people who have shoplifted and have been referred by the police through store security staff.

In addition, Clark said a program with workbooks and exercises

aimed at the over-12 age group is also being put together since Youth Court has expressed a strong interest in the program and is using it as an item of disposition in sentencing young offenders charged with such offences.

While plans are to expand the program to the surrounding counties of Wellington, Grey and Bruce, Clark said he'd like to see it used across the province, even across the country. If enough interest is expressed, he'll consider making copies of the program, including tapes, workbooks and overheads, available for cost and shipping charges.

Barry Clark can be contacted at the John Howard Society, 289 Frederick Street, Kitchener, Ontario, N2H 2N3.●





# The winds of change: from Kenya to Queen's Park

*As a young district officer in the latter years of the British colonial government in Kenya, Peter Barnes quickly learned how to tackle a huge variety of problems in a rapidly-changing situation. Now, as Deputy Minister of Community and Social Services, he draws on the lessons he's learned from his varied career in Africa, England, and (since 1973), Canada.*

by John Doig

**I**t was a disquieting experience, even for the toughened young man who, as a foreign service officer carrying out Britain's colonial activities in one of the most rugged and remote parts of Africa, had learned to face marauding elephants with aplomb.

Responding to a call for help from a group of nomadic tribesmen wandering through a wild patch of grassland, he had found a woman, bleeding severely, her intestines lying on the ground beside her. She had been gored by a rhinoceros, and the animal's razor-sharp horn had slit her abdomen from bottom to top.

He did the only thing he could think of, out there in the wilderness, 120 miles from the nearest hospital. Gently pushing the intestines back into the woman's riven body, he carried her into the back of a Land Rover, and held her round the waist all the way through the grinding six-hour drive, much of it across stretches of rough, trackless bush country.

She was still alive when they arrived at the outpost hospital, but he feared she had already suffered too much to survive the ordeal. Five weeks later, to his happy amazement, she walked into his office, "fit as a fiddle". And about a year afterward she gave birth to a son, and called him Peter, in honour of her rescuer.

The story says a lot about the character of Peter Barnes, that young district officer in Kenya's Northern Frontier, now Deputy Minister of Community and Social Services. It is typical of the man's approach to a problem of critical proportions; a Kiplingesque attitude of "keeping one's head". One does



the best one can in the circumstances, always prepared for failure but never accepting it in advance, no matter how adverse the odds. The philosophy is a near-paradoxical blend of pragmatism and daring that views formidable challenges as opportunities instead of threats. While most people are disturbed at the prospect of radical change, Peter Barnes is stimulated by it.

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***He'd be on safari up to 25 nights a month, "out on the game reserve in the middle of nowhere, with a bedroll".***

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In that context, he could hardly have had a better apprenticeship for his current job — which has thrust him into a position of seeking practical solutions to problems of societal change that by its very magnitude makes so much of its

future impact unpredictable — than his four years of service in Kenya. He went to the Northern Frontier in 1959, the year before the British Prime Minister of the day, Harold Macmillan, made his famous, prophetic speech about the "winds of change" blowing through Africa.

At the age of only 23, his job was literally to run the area of Samburu — 15,000 square miles of mountain, desert, forest and bush, where great numbers of wild animals roamed free. The largest settlement was the village of Wamba, which consisted of three shops and a landing strip. There were two ways out by vehicle — one a section of the fabled Cape Town-to-Cairo road, the other a dirt track leading to the Frontier district headquarters in the slightly larger village of Maralal.

Barnes relied mostly on four-legged transport — 27 horses, five camels, and a donkey. Anywhere they couldn't go, he'd have to walk, and in an average month he'd cover about 200 miles on foot.

With the assistance of three junior British officers, 42 tribal policemen and a few members of the national Kenya Police, he was responsible, among other things, for the administration of justice, grazing schemes, forestry protection, and irrigation. He did everything from build dams to stop feuds over such things as cattle rustling among the five resident tribes: the Samburu, Somali, Boran, Rendille and Turkhana. "You were also the game officer and you had to go out and shoot your odd rogue elephant," he recalls, in typical off-handed understatement, sitting in his Queen's Park office, thousands of miles away from Samburu in



geographical terms — even farther in the sense of culture and human values.

Those duties largely involved travelling the territory. He'd be on safari up to 25 nights a month — "out on the game reserve in the middle of nowhere, with a bedroll" — accompanied by an askari carrying a .303 rifle.

Later, promoted to district officer in the relatively more sophisticated community of Thomson's Falls, he was to witness both the triumph and the havoc wrought by the "winds of change" — an impression that he never forgot, and one that influences his thinking in the crucial decision-making process he is involved in today.

Peter Barnes was well equipped for duty in Kenya, by his upbringing as well as his classic education.

Born "somewhere in Berkshire" on August 13, 1936, the only child of Arthur Barnes, a specialist in water engineering, and Felix, who went into secretarial work on the outbreak of the Second World War and retired only recently, he emigrated, at the age of 11, with his parents to East Africa.

His father had joined a company that designed and built irrigation systems all the way from Israel to what was then Southern Rhodesia (now Zimbabwe). During holidays, young Peter travelled the length and breadth of East Africa with him. He received his early education at a "public school", run on the British model, in Nairobi, the capital of Kenya and African headquarters of his father's company.

The finest masters that could be lured from famous public schools in Britain not only sharpened his wits, but instructed him in the noble sport of the Empire, cricket. He occasionally played for a Kenya junior team against the English national side, when it stopped over on the way to a series of matches in South Africa, and had the rare privilege of wielding his bat against such formidable bowlers as "Fearless" Freddie Trueman. (In North America, that would be akin to a college baseball hitter squaring up to Dave Stieb).

He had also caught the diabolical disease that possesses golfers, and appeared in exhibition matches with some of the great players of the era, such as South Africa's Bobby Locke and the Welshman Dai Rees. (In his best years he played to a 6 handicap, but now, though still possessed, gets

to the course irregularly, and figures he's about a 14).

At 18, back in Britain at Cambridge University, he read economics for a year, and law for another two. But, while he had the qualifications to be a barrister, he decided he didn't really want to be a lawyer. Moreover, he didn't really consider Britain to be his home.



*Peter Barnes*

Independence was obviously on the way in Kenya, and he wanted to be there, and to play a useful role in the process. The logical way to do that was to join the Colonial Service. So he did, and, at Oxford, took a mandatory year's training course for administrators going abroad. He learned something about administration and anthropology, but — because he already knew the major subject, law, and had learned to speak Swahili in his boyhood — it was more a holiday than anything else.

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***Many of the British civil servants had fallen in love with Kenya. They had a genuine respect for the customs and values the tribes had developed over the years.***

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Thomson's Falls, though still wild and beautiful, was a much more sophisticated posting than the Northern Frontier, and so, accordingly, were Barnes' duties. He presided over two courts, one that administered British criminal law (he had the authority to send offenders to jail for two years), and one that, with the participation of a group of elders, administered civil law, which was conducted along the

lines of tribal custom. He acted in a kind of intermediary role between the colonial authorities and the local white farmers, who were very nervous about their future prospects in an independent black state.

When the "winds of change" actually arrived, their effects left Peter Barnes with vivid images of what can happen to a society in transition — mental touchstones that are still evident in his thinking in his work at Queen's Park today.

"In several respects, the Colonial Service did not prepare the population for what was, in fact, a changing society. Many of the British civil servants had fallen in love with the country. They had a genuine respect for the wisdom of the customs and values the tribes had developed over the years. For the place and the time, for those people, they considered the local system of government fitting and appropriate. To that extent, they actually resisted change.

"The net result was that when independence came, the people who had not been properly prepared for it were in appalling trouble. Enormous change swept over the country, and the tribes who had been sophisticated enough to anticipate it and do something about it — to demand education, and get it, for example — took over, at the expense of the other tribes, and at the expense of the balance within the country itself."

For Peter Barnes, the issue was what to do with the rest of his life. He could have taken a number of postings in the Foreign Service ("I actually even considered the Falkland Islands," he says, emitting his distinctive high-pitched laugh at the memory).

But he finally decided it was time "to get down to the serious business of earning a living. I'd been paid to do a job that was actually a safari — the kind of experience people will pay \$3,000 a week to enjoy now."

The challenge of earning a living in the private sector beckoned, and although he still didn't consider Britain home, it was the logical place to go; the place where his contacts were. So, in 1963, he headed back to the land of his birth.

For reasons now hazy in his mind, he first went to work for a company called High Duty Alloys. "It was a humbling experience. They decided

*continued on page 16*



## **PROFILE—Peter Barnes** *continued from page 15*

that there was this cocky young upstart, having been king emperor of a primitive part of Kenya, and coming back full of ideas of how important he was. So they decided that my training in marketing management would begin by putting me in a cheap lodging house in Birmingham and selling extruded aluminum to the Black Country firms up there. For three months I tramped around the back streets of Birmingham with my briefcase and my aluminum samples in my hand. I had no car and very little money, and I don't believe I made a sale. It wasn't the most salutary experience of my life."

Nevertheless, he did end up as the company's marketing manager in Birmingham.

For the next 10 years, he worked in the private sector in Britain. For most of the last four of those years, he was with Urwick, Orr and Partners, one of the world's largest business consultants. He was involved in everything from working out a more efficient system for slaughtering pigs in a Manchester abbatoir to proposing a scheme for urban renewal in the decaying Victorian core of Rotherham, an industrial town near Sheffield. He dealt with mergers, take-overs, attempts to turn troubled companies into profit-making ventures, the re-organization of regional government in the Lake District.

Those experiences, too, stood him in good stead for the job he has today.

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***"You learned not to be intimidated by a new situation. You were on your own."***

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"The most important thing it did was accustom me to moving rapidly from one situation to another. One had continually to be adapting one's experience to a new environment, a new set of facts, and rapidly assimilating that knowledge and organizing it. You learned not to be intimidated by a new situation. You were on your own. You had to be self-sufficient — or you were dead."

After 10 years in Britain, he'd forged a successful career in business, but he wasn't happy with

life in his homeland. "It was a depressing time. The sort of social crisis you're witnessing there now was on the cards. Frankly, I didn't like the Them-Us class situation, that distinct set of codes as to whether you were upper, middle, or lower class. And I still didn't really look on England as my home."

When the opportunity came to go to Canada on a two-year contract assignment with the consulting firm of Peat Marwick he grabbed it, and arrived in Toronto in May, 1973.



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***Why would a man with such a background want to work in the seemingly quiet — even dull — confines of government in a stable society?***

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His first job was to review the Ontario government's classification system for senior executives. He worked on that task, on and off, for two years. Meanwhile, he had other assignments, at other levels of government and in the private sector. Among other things, he completed an organization project for the City of London.

He had become well known in government circles and when, as his contract with Peat Marwick was coming to an end, there was a vacancy at Management Board, he applied for the job.

The natural question arising from that move is why would a man with such a fast-moving, stimulating background, a man of action, so to speak, want to work in the seemingly quiet — even dull — confines of government in a stable society? The answer turns out to be

a typical Peter Barnes response to challenge.

"I like working in the public service for two main reasons," he says. "It's intellectually stimulating. You're dealing with a variety of issues at a variety of levels. Secondly, I'm not turned on just by making money. I like money, all right. I wish I had more of it. But I'm really not a successful businessman, in that I'm not obsessed with that one goal — making money at the expense of everything else."

He won the competition for the job at Management Board, and, in August, 1975, became director of Organization Policy. While he was there, the government of the day decided to set up the Children's Services division at Community and Social Services.

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***His first major task as deputy minister was to supervise an analysis of the entire range of social services' organization and delivery in Ontario.***

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Barnes successfully applied for the new post of executive director of Children's Operations at the ministry. His first task was just the kind of obstacle race he thrives on. He and a handful of other senior executives had just three months to organize the Children's Services division, and they made the deadline.

He was promoted to assistant deputy minister, Operations, in January, 1981, and stayed until July, 1982, when he moved to Industry and Trade. "I thought the time had come to move. It had been the longest period I'd ever spent in one organization."

Besides, there was a new challenge to be met — the opportunity once more to start something new from scratch. In this case it was the Technology Centre Program. Starting as general manager, he became assistant deputy minister of the Innovation and Technology Division a year later. He became a front man for the ministry on overseas missions concerned with the new activity, and played a leading role in Ontario's technology agreement with China and the setting up of the technological centre now under construction in Nanjing.

The 'phone call that brought him back to Community and Social



Services as deputy minister came last September, and plunged Peter Barnes back into his natural boiling-pot element.

His first major task was to supervise an analysis of the entire range of social services' organization and delivery in Ontario — the basis for recommendations to Cabinet on future policy directions in the climate of a society undergoing rapid and sweeping transition, from the industrial era to what is usually visualized as the "information age"

Those who worked with him on that project saw, in one sense, an archetype of the elite of the British civil service — a highly articulate man with an awesome grasp of issues and their implications. But the analogy ends there. There's nothing of the pin-striped "Yes Minister" image in his make-up. No pomposity, no pulling of rank. He looks dispassionately at the structures and resources of government, but passionately at the



needs of the disadvantaged, then settles down to the task of matching one to the other. He rolls up his sleeves and works just as hard and as long as it takes to do the job — and he expects the same attitude from those working with him.

Rosemary Proctor, the ministry's manager of Corporate Planning, who worked with him on the strategic planning project, aptly sums up the feeling of operating under Barnes' direction. "He thinks very quickly, and it's hard to keep up with him," she says. "In fact, it was an exhausting exercise — but it was also invigorating. He gets people to give their best. It's more fun that way. I also admired the way he brought things into focus both for the minister and the senior managers. He managed to reach a consensus that breaks new ground — that gives everything a fresh look."

Peter Barnes' own summary of his feelings about being back in Community and Social Services comes right out of the script of his life's story: "I enjoy it. I like the excitement of it. It's where things happen. It's an exciting time in that it's a time of change — a time of challenge." ●

Photos by Robert A. Miller

## We'd like to hear from you

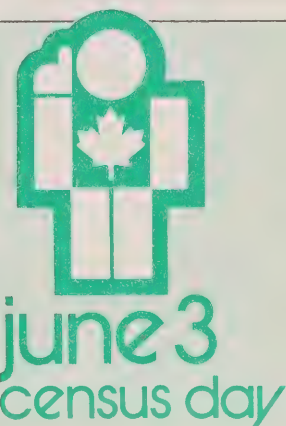
*Dialogue* readers with an interest in writing or photography are invited to get in touch with us. We would like to establish a list of contributors from ministry locations across the province.

Story suggestions and photos (preferably black and white) are welcome at any time. Please drop us a line if you have any questions or comments.

*Dialogue* is distributed to all Ministry of Community and Social Services staff. If you know of someone who is not receiving the magazine, please let us know.

Contact the editor, Rob Miller, at (416) 965-7069, or write c/o *Dialogue*, Communications Group, 7th Floor, Hepburn Block, Queen's Park, Toronto M7A 1E9.

**Next issue**—*Dialogue* will describe the reorganization under way at the Ministry of Community and Social Services, with articles on each of the five new divisions: Operations, Community Services, Family Services and Income Maintenance, Finance and Administration, and Information Systems and Applied Technology. ●

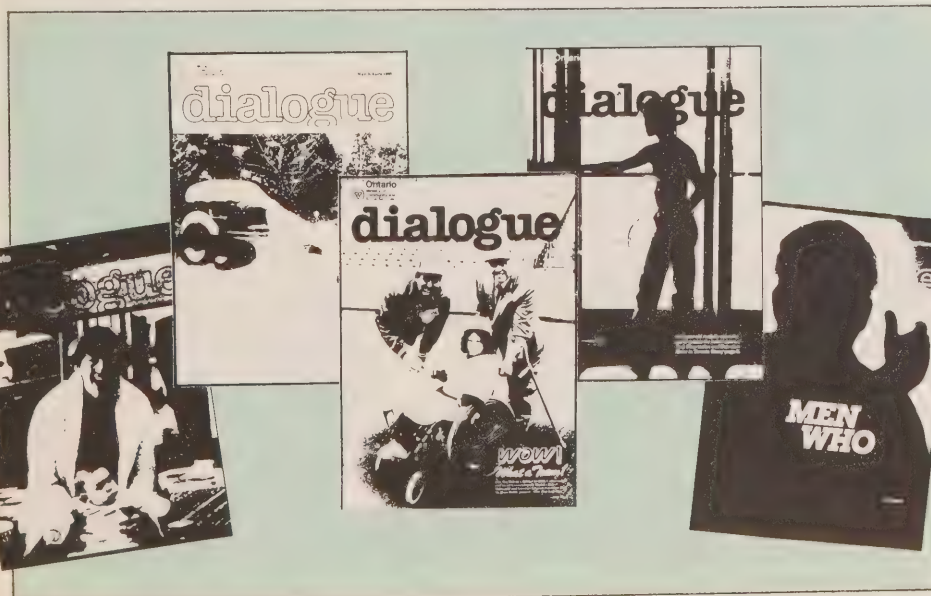


## Count yourself in

**T**uesday June 3 is Census Day across Canada. It's an important event—the census is the most detailed compilation of information on the social and economic conditions of the Canadian people. For the Ministry of Community and Social Services and other ministries, the census takes on direct importance, because federal-provincial transfer payments are determined on the basis of census statistics.

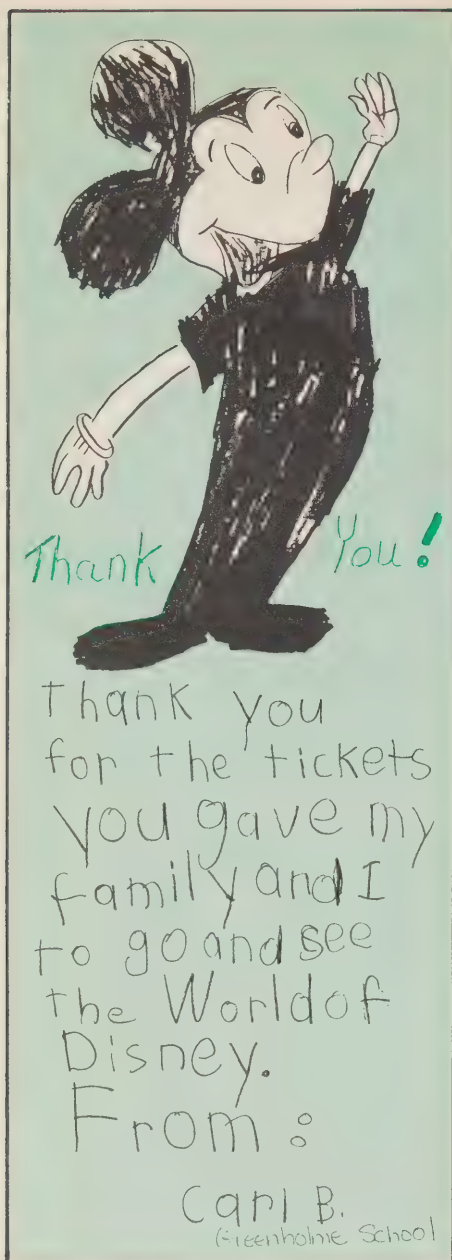
Shortly before Census Day, more than 13,000 census representatives will drop off a census form at each of the approximately three million households in Ontario. It's important that everyone is counted in.

Data collected in the census will be published starting in July 1987. ●





# Disney show delights the kids



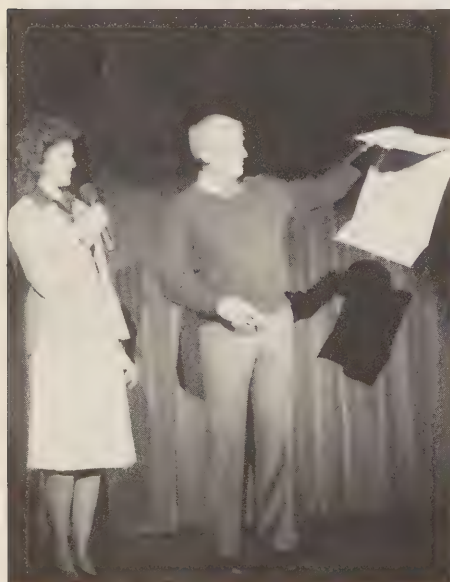
Tears were streaming down Jamie Paul's face as the last notes died away and the entertainers left the stage. The show was over, but he didn't want it to end.

Jamie was one of the nearly 4,000 youngsters and adults who were entertained January 19 when the Best of Disney Show came to Toronto, sponsored by the Ministry

of Community and Social Services.

Through the ministry, tickets were distributed to children's aid societies, children's mental health centres, boys' and girls' clubs, physically and developmentally handicapped children, and services for sole-support mothers.

A talented group of young performers, the Kids of the Kingdom, sang and danced to



John Sweeney, Minister of Community and Social Services, is made an honorary citizen of Disney World by Elizabeth Thompson, a Disney representative.



Tanya Shettler of Scarborough gets a hug from Snow White.



familiar tunes such as "When You Wish Upon A Star". Mickey Mouse and other Disney favourites performed, both "in person" and on the big screen in classic cartoons.

John Sweeney, the Minister of Community and Social Services, welcomed the crowd to the first of three shows at Toronto's Ryerson Theatre, saying, "We're delighted to have Disney World here to share their magic, wonder and imagination with you. I hope you have a wonderful afternoon."

Judging by the response of the children and adults in the audience, they did just that.

At the first show, Christy Barber of Toronto accompanied her 10-year-old daughter Nancy, who has cerebral palsy. "Nancy really enjoyed the dancing and the music," Christy said after the performance. "She really responds to lights and singing."

Rose Shettler of Scarborough watched proudly as her eight-year-old daughter, Tanya, was taken on stage in her wheelchair to present a bouquet of flowers to Mickey Mouse at the end of the second show.

"She's really excited about it," Rose said. "It's not every day you get to meet Mickey Mouse or Snow White. She's going to remember this for a long time."

Three Disney cartoons were screened at each show: "Lend a Paw", "Mickey's Birthday Party", and "Tiger Trouble".

The Kids of the Kingdom, who are based at Disney World in Florida, performed hits from Disney productions such as *Mary Poppins* and *Snow White and the Seven Dwarves*. The Big Bad Wolf, in particular, created a stir when he stomped out for his big number.

Before the show, each child received a Disney colouring sheet, complete with a welcoming message from the ministry on the reverse. As they left, everyone was handed a Disney bag containing crayons, candies and other goodies.

Ministry staff volunteered hours of time to organize the event, distributing tickets to an area bounded by Hamilton, Barrie and Peterborough. They obtained donated items for the "goodies bag", and took tickets and showed guests to their seats at the show. Some chairs were specially removed to allow wheelchair seating.

The Best of Disney Show also travelled to Ottawa before returning home to Florida. ● **Robert A. Miller**



*Robbie Gibson, aged five, presented flowers to Mickey Mouse at the end of the first show. With Robbie is the ministry's David Grossman, who helped to organize the special day.*

**Photos by Jerry Hobbs**



*Jamie Paul of Toronto and his sister Wanda, left, share a smile with Debbie Shaddick of Weston.*



## ROUND THE REGIONS



*Juvenile probation officer John Reuben, with Susan Richard, a children's aid worker with the Payukotayno board, centre, and Lyndon Uiselt, program supervisor in Moosonee, at the ministry's display at the Moosonee career fair.*

### Come to the fair

Every secondary school student in Moosonee and Moose Factory had the opportunity to investigate a range of job opportunities when 33 exhibitors, representing government, education and industry, participated in a day-long career fair at Northern Lights Secondary School, Moosonee, February 11.

Lyndon Uiselt, program supervisor and Gloria Gunner, a juvenile probation officer in the ministry's Moosonee office, joined forces with other staff from the Payukotayno children's services board to talk about social service occupations to the children and adults in the school gym.

Since April, 1985, the ministry has participated in seven similar fairs that are specifically designed to appeal to native students. The Communications Group at main office, in co-operation with the Native Employment Branch of the federal public service commission, co-ordinates the ministry's participation with the appropriate Area Office. In the past fiscal year, events have been held in Thunder Bay, Dryden, North Bay, Sudbury, Espanola and Wikwemikong on Manitoulin Island.

When possible, the ministry invites staff and agency personnel of

native origin to describe the route that they took to attain their career goals. Bill Bastien, co-ordinator of the Native Employment program, commented that most of the children have poor self-images and they need positive role models.

"They feel that only white people get good jobs," he said. "The bottom line of all this effort is to encourage the children to stay in school for as long as possible."

**Dave Rudan**



*Joyanne Cheechoo, a prevention worker with the Payukotayno board, left, helps a Northern Lights student select the right ministry pamphlets at the Moosonee career fair.*

## New \$5-million lottery research program

In early March, John Sweeney, Minister of Community and Social Services, announced the establishment of a \$5-million fund to encourage and support applied research and program evaluation studies aimed at improving services to the developmentally handicapped, the elderly and the physically handicapped.

Speaking in Ottawa at the annual meeting of the Ontario Chapter of the American Association on Mental Deficiency, Mr. Sweeney said that the five-year program, funded through the Interprovincial Lottery, will be used to develop research proposals, conduct research, evaluate service programs and complete ministry-specified studies.

To promote and support research, a significant portion of the fund will be directed to the Ontario Mental Health Foundation. The foundation will use this funding for a new Lottery Grant Program to support proposals for research and program evaluation studies, mainly in the field of services for the developmentally handicapped. Funding priorities for this program have been established by the ministry.

Established in 1960-61, the Ontario Mental Health Foundation is a statutory organization that focuses on research and the development of career investigators.

"Although the support of this type of research is within the mandate of the Ontario Mental Health Foundation, it has not been possible to carry out necessary research within the foundation's restricted research budget," said Don Brookes, Chairman of the Ontario Mental Health Foundation. "For this reason we are especially pleased that a new source of funding will be available to researchers in these areas. The foundation will play a key role in administering these funds and will employ its peer review system to ensure that good quality proposals are funded."

Another portion of the lottery fund will be used by MCSS to encourage new researchers and to support the development of proposals for the foundation's competition. Research Development Grants of up to \$5,000 will be offered to researchers and agencies.

**Jane E. Greer**





## Southwestern's first 25 years

Residents and staff alike at Southwestern Regional Centre, Blenheim, are looking forward to a full week of special activities from June 9 to 14, 1986, as they celebrate the facility's silver anniversary. The centre was officially opened on June 14, 1961, as The Ontario Hospital School for Retarded Children, Cedar Springs.

Today, 25 years later, the exterior of the facility remains almost the same, with the exception of an addition which houses a beautiful swimming pool. Opened in April, 1974, the pool was made possible by the hard work of the Southwestern Regional Centre Auxiliary.

Staff who have worked at the facility since it opened could tell of many changes that have occurred during the past 25 years. Among the most significant is the reduction of the client population which, at its peak, reached almost 1,200. Today the centre is the home of approximately 600 developmentally handicapped persons. Many former residents now live and work in the community.

A special logo has been designed for the celebration which incorporates the centre's silver anniversary theme, "25 years of caring". Also a souvenir memory book is being produced, and special tours and conferences have been planned.

Resident and staff activities will include anniversary dances, a challenge cup, skits and fun days.



*These signs announced the new facility when it opened in 1961.*



*In June 1960, Matthew B. Dymond, then Minister of Health, inspected construction of the new Ontario Hospital School, Cedar Springs, now the Southwestern Regional Centre.*

Each day of the anniversary week will honour a different group of people who have assisted through the years, such as volunteers, agencies, organizations and clubs.

On June 14, the final day, a huge outdoor picnic will be held, preceded by a formal ceremony. All residents, staff, families, former residents and staff, and the community will be invited to attend the gala event.

Anyone who will be in the vicinity of Southwestern Regional Centre during anniversary week is cordially invited to stop by and join the celebration. It's going to be a great party.

**Laura Henley**

### U.S. recognition for Hanen Program

The innovative Hanen Program for parents of language-delayed children, funded by the Ministry of Community and Social Services, gave a presentation at the 61st Annual Convention of the American Speech-Language and Hearing Association (ASHA), in Washington, D.C., last November.

The Hanen Program differs from traditional service programs in two ways. It focuses on "parent change" to effect "child change" and, rather than direct teaching, it promotes learning within natural conversations during daily activities. Parents receive group and individual instruction to train them to help their child communicate better.

Speech-language pathologists Ayala Manolson, M.Sc., CCC, founder and director of the Hanen Program, and Luigi Girolametto, PhD candidate, CCC, made the presentation: "A Conversation Model for Training Parents as Language Facilitators". Copies of material presented may be obtained by writing to the Hanen Resource Centre, 252 Bloor Street West, Suite 4-126, Toronto, Ontario M5S 1V6.



*An aerial view of Southwestern Regional Centre as it appears today.*





### London's Hotline Handicap

Hotline Handicap is a new project which started this January in London, Ontario. Operated in conjunction with Our Special Children, Pilot Parents, and Parent-to-Parent for Down's Syndrome, it enlists the aid of numerous other groups in the area to assist as parent participants.

The purpose of this service is to establish a common telephone answering service to link anyone needing information or mutual support with another parent who has a child with a similar mental

and/or physical handicap.

Start-up funding for the project was provided by the London District Association for the Mentally Retarded.

For more information, call (519) 439-4003 between the hours of 8:30 a.m. and 10:30 p.m., seven days a week, or write Hotline Handicap, 357 Windermere Rd., London, Ontario N6G 2K3.

### Victoria county to get new home for the aged

The Honourable John Eakins, M.P.P. for Victoria-Haliburton, on behalf of the Honourable John Sweeney, Minister of Community and Social Services, recently announced plans to build a new home for the aged in Lindsay.

The new facility will replace the existing Victoria Manor Home for the Aged in Lindsay, operated by the county of Victoria. Cost of the \$8.3 million project will be shared

equally by the ministry and the county.

The new 166-bed home will feature a majority of extended care service beds, modern facilities and services for seniors throughout Victoria county. Anticipated start of construction is early 1987.

Lloyd Robertson, Reeve of Sturgeon Point and chairman of the Victoria county committee which has been studying the redevelopment of Victoria Manor for several years, said the ministry approval comes as "magnificent news" to the county, where the senior population is the second highest of any county in Ontario.

A needs and feasibility study, completed last year, concluded it would be more economical to build a new facility than to upgrade the existing 166-bed Victoria Manor, built in 1907 and used for many years as a "house of refuge" for the poor and homeless.

Doreen Pitkeathly

## Mauvais traitement des enfants:

# Les spécialistes apprennent à collaborer efficacement

par Sylvain Leclerc

**T**ravailleurs sociaux, policiers, infirmiers, professeurs, avocats, médecins, tel est l'échantillonnage de spécialistes qui participent régulièrement au cours de formation interdisciplinaire du Centre ontarien de prévention du mauvais traitement des enfants (COPMTE).

Avec ce cours, le COPMTE vise un objectif: Lutter efficacement contre le mauvais traitement des enfants, en assurant une collaboration étroite de l'ensemble des spécialistes qui sont appelés à traiter des cas d'enfants abusés physiquement ou sexuellement.

Pour démontrer le besoin de coopération entre les principaux intervenants, il faut noter que c'est la société d'aide à l'enfance qui ouvre l'enquête mais que bien souvent la police apporte son secours en interrogeant la victime, sa famille et le présumé coupable. Le personnel médical examine ensuite la victime pour savoir si un traitement est nécessaire. Les infirmières et médecins sont aussi parfois les premiers à déceler les cas d'enfants maltraités et à amorcer le processus d'enquête.

Au cours de la formation, les équipes interdisciplinaires apprennent à travailler ensemble par le biais de débats, de conférences, de films et de simulations de procès. De retour dans leur région, les spécialistes partagent leurs nouvelles connaissances avec leurs collègues. Un tel cheminement ne peut être que bénéfique au moment où les rapports d'abus sexuel des enfants augmentent rapidement.

Le président du COPMTE, le docteur Robert Bates de Toronto, estime que cette augmentation s'explique par la sensibilisation grandissante de la population qui dénonce les cas d'enfants maltraités plutôt que par une augmentation réelle des cas.

La Société d'aide à l'enfance de Prescott-Russell a enregistré une augmentation de 50% des cas d'enfants maltraités depuis deux ans. Son directeur, M. Raymond Lemay, partage toutefois l'avis de M. Bates: "La sensibilisation a eu un impact certain si on considère le nombre de signalements que nous avons reçu. Il y a des améliorations à faire du côté de la prévention car

maintenant il faut diminuer l'incidence."

M. Lemay participait dernièrement au premier cours interdisciplinaire donné en français à une vingtaine d'intervenants des régions de Hearst, du Nipissing et du Niagara. La session s'est déroulée du 14 au 17 mars à Toronto, juste avant la tenue de la première conférence provinciale sur l'abus sexuel des enfants. Tout comme les cours de formation interdisciplinaire, la conférence va accueillir des professionnels qui oeuvrent au sein des services à l'enfance, des forces de l'ordre, de la santé et de l'éducation.

La mise sur pied de la conférence est l'une des entreprises les plus importantes que le COPMTE ait eu à accomplir depuis sa création en 1983. Le Centre ontarien de prévention du mauvais traitement des enfants est un organisme de bienfaisance à but non lucratif qui a été fondé par le ministère des Services sociaux et communautaires en collaboration avec la Société de l'enfance canadienne et des experts de premier plan dans le domaine de l'enfance maltraitée. ●



## Support services program for Ottawa

Community organizations providing neighbourhood support services in the Ottawa area have a chance at a new source of funding.

John Sweeney, the Minister of Community and Social Services, along with the Social Planning Council of Ottawa-Carleton, announced in March that applications are now being accepted under the recently created Community and Neighbourhood Support Services Program.

The program, which will provide funding to non-profit community organizations helping children, families, seniors, disabled persons and socially and economically disadvantaged groups, will involve four communities in the Ottawa area: Ottawa-Carleton; Renfrew County; Stormont, Dundas and Glengarry Counties; and Prescott and Russell Counties.

The Social Planning Council of Ottawa-Carleton is now organizing community advisory committees in each of their areas to review, rank and make recommendations to the ministry on the applications.

Information meetings were held in March to provide interested groups with information about the program and to offer guidance in the application procedure.

**Doreen Pitkeathly**

## COMING UP

**June 4 Managing Stress: A Direct Approach to Achievement.** A one-day seminar for rehabilitation professionals, on learning to control stress and use it positively. Location: Toronto. More information: Congress Canada, 111 Richmond St. W., Ste. 808, Toronto M5H 2G4; (416) 860-1772.

**June 5, 6 Canadian Rehabilitation Council for the Disabled 24th annual meeting and conference.** Location: Toronto. More information: CRCDC/CCRH, 1 Yonge St., Ste. 2110, Toronto M5E 1E5; (416) 862-0340.

**June 24 How to Prepare a Quality Research Proposal.** A workshop presented by the Ontario Mental Health Foundation. Location: Toronto. More information: Ontario Mental Health Foundation, 365 Bloor St. E., Ste. 1708, Toronto M4W 3L4; (416) 920-7721.

## Quarter Century Club—more than 300 years of service

**T**wo ceremonies were held in 1985 for Toronto-area ministry employees who marked their 25th anniversary of service. Qualifying for membership in the Quarter Century Club with a combined total of more than 300 years of public service were Lila Allen, Judith Baldwin, Mary Bruce, Lena Davids, Ron M'Cardell, John McKee, Grant McLellan, Vincent McTague, Mike Nisavic, Mike Peluso, John Steranka, and Percy Whitaker.

The first ceremony, held for four employees who began their government careers in 1959, was held last April 2 and hosted by former Deputy Minister, Robert McDonald. Of the four, Judith Baldwin, Grant McLellan and John Steranka attended and received their 25-year pin and commemorative plaque.

The second Quarter Century presentation was held last December to honour eight employees who started their service in 1960. The Minister, John Sweeney, and the Deputy Minister, Peter Barnes, were in attendance to express their appreciation to the 25-year veterans and to present them with their 25-year pin and plaque.

Congratulations to the new members of the Quarter Century Club:

- Lila Allen, special services officer, Operational Support Branch (October 24, 1959);
- Judith Baldwin, clerical stenographer, Surrey Place Centre (October 14, 1959);
- Mary Bruce, administrative officer, South East Local Office (June 1, 1960);

- Lena Davids, support services clerk, Human Resources Branch (March 31, 1960);
- Ron M'Cardell, specialist and project leader, Operational Support Branch (July 4, 1960);
- John McKee, observation and detention worker, York Observation and Detention Home (November 11, 1960);
- Grant McLellan, child abuse register clerk, Ontario Centre for the Prevention of Child Abuse (October 5, 1959);
- Vincent McTague, data process technician, Management Information Systems (November 9, 1959);
- Mike Nisavic, motor vehicle operator, Surrey Place Centre (April 25, 1960);
- Mike Peluso, custodian, Surrey Place Centre (April 25, 1960);
- John Steranka, team leader—income maintenance, Operational Support Branch (October 9, 1959); and
- Percy Whitaker, motor vehicle operator, York Observation and Detention Home (June 15, 1960).

In another part of the province, Mrs. Kay Irwin was presented with her 25-year pin during a special recognition dinner held in her honour last May. Mrs. Irwin commenced her tenure with the Ontario government in 1959 and for the most part served the ministry's local office in Lindsay as a field worker for income maintenance.

Please send in photos and captions of new Quarter Century Club members in your area. We'll be happy to publish them.

**Jane E. Greer**



*Attending the Quarter Century Club presentation ceremony held December 13, 1985 in Toronto were from left to right: (back row) John Sweeney, Judith Baldwin, Vincent McTague, Mike Nisavic and Peter Barnes; (front row) Ron M'Cardell, John Steranka, Mike Peluso, Lena Davids, John McKee, Percy Whitaker, and Lila Allen.*

Jane E. Greer



# AFFIRMATIVE ACTION NEWS



*Affirmative Action Program staff get together at their offices on the fourth floor of the Hepburn Block, Queen's Park. Left to right: Kam Saiphoo, administrative support; Debra Tackaberry, program officer; Estella Cohen, program manager; Joy Macdonald (standing), on secondment from Durham Regional Centre; Diana Rankin, program officer; and Darleen Williams, on secondment from the Ministry of Correctional Services.*

R. Miller

## A northern perspective

by Diana Rankin

February was our month for the North. On the 5th we were in Thunder Bay and on the 13th we visited Sudbury. The theme of our conference in each city was "A Northern Perspective on Job Advancement".

The morning speakers were Bob Nye, Northern Region's manager for Human Resources, and Joy Fedorick, Thunder Bay outreach officer with the Ontario Women's Directorate.

Joy's information on pay equity policy and its effect on careers was quite helpful. To ensure "equal pay for work of equal value", the government will compare jobs done by men and women for any differences. Watch the media for further developments.

In Thunder Bay, area manager Celia Denov was our guest speaker. She discussed the limitations and opportunities for job advancement in the North. If one is able to move, geography does not have to be a limiting factor, she said. Similarly, moving from one ministry to another is also possible and opens the way for new career challenges.

Senator Anne Cools joined us in Sudbury as the guest speaker. She discussed the differences between men and women in the workplace. If women manage their emotions and

develop a high degree of decorum, she said, they are then viewed as professionals. She also suggested that women can achieve this goal, as "growth and development is consonant with the nature of

women".

Overall, both conferences were a success. Many thanks to our speakers and especially to the participants whose input was invaluable. ●

## Pay equity in the Ontario public service

*A Bill: Public Service Pay Equity Act 1986* was recently passed in the Legislature to redress pay discrimination for work performed by female employees in the Ontario public service.

This Act provides a two-stage approach. The first, or proactive stage, will require public service employers, along with their bargaining agents, to identify pay inequities for predominantly female groups of jobs to a Pay Equity Commission. The Commission will have the power to review pay equity plans and to issue orders ensuring compliance.

The second, or complaints, stage will provide a means of dealing with problems that may subsequently arise. At this stage, the Commission will investigate and settle complaints with respect to compensation practices, when necessary.

All employees (male and female) in predominantly female jobs will benefit from pay equity. It is important to note that no

employee's wages, or rates of compensation payable to any position, will be reduced in order to achieve pay equity.

Pay equity plans will provide: a job evaluation or comparison system; identification of predominantly female and predominantly male jobs; and an adjustment of rates of compensation to achieve pay equity. Another important fact is that pay equity plans will prevail over provisions of all relevant collective agreements.

With respect to pay equity in the private sector, an interministerial task force, including senior representatives of Treasury, Labour, Industry, Trade and Technology, Management Board, and the Civil Service Commission, has been engaged in public consultations since February 10 to determine how pay equity in the private sector can best be implemented. For more information call:

Ontario Women's Directorate  
4th Floor, Mowat Block  
900 Bay Street  
Toronto, Ontario  
M7A 1C2  
(416) 965-4801. ●





# dialogue

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## THE NEW LOOK MCSS reorganizes

Also inside:  
Crown ward review team







# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published six times a year by the Communications Group of the Ministry of Community and Social Services to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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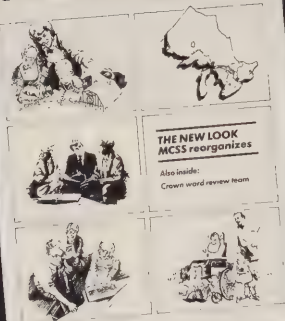
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ISSN 0710-8478

## dialogue



**COVER:** Each illustration represents one of the diverse activities of the five new divisions at the Ministry of Community and Social Services. Clockwise from upper left: Family Services and Income Maintenance, Operations, Community Services, Information Systems and Applied Technology, and Finance and Administration. Illustrations by Linda Johnston.

## Martha House opens

Ottawa's first permanent shelter for homeless single women was officially opened in May by John Sweeney, the Minister of Community and Social Services.

Martha House, located in the Sandy Hill area of Ottawa, will provide housing and support services for 12 women who in the past have relied on emergency shelters.

The program, costing more than \$300,000, will be administered and managed jointly by Ottawa's Anglican and Roman Catholic

churches in co-operation with the MCSS Ottawa Area Office.

The ministry paid for the purchase and renovations of the home and an additional \$35,000 will be provided to assist women to develop the skills required to cope with day to day living.

Ongoing operating costs for the home, funded under the General Welfare Assistance Act, will be shared on an 80/20 per cent basis by the ministry and the Regional Municipality of Ottawa-Carleton, respectively. ●



MCSS Minister John Sweeney speaks at the opening of Martha House, Ottawa. Behind him are (left to right): Delia Carley, co-ordinator of the Women in Crisis project; Fr. Doug Crosby, pastor of St. Joseph's Roman Catholic Church; Ottawa alderman Nancy Smith; Elizabeth Morrow, chairperson of the board of directors, Martha House; and the Rt. Rev. Edwin Lackey, Anglican bishop of Ottawa.

R. Miller



# THE NEW LOOK: MCSS reorganizes

GOVT

## A message from the deputy minister



**T**he Ministry of Community and Social Services has undergone a major reorganization. This issue of *Dialogue* is designed as an introduction to the ministry's new look.

Through the reorganization at head office, we have increased the number of divisions from three to five and created a new office of Strategic Planning and Intergovernmental Relations. The top executives in those six areas all report directly to the deputy minister.

The reorganization is based on a number of principles. First, we wanted to create a structure with a clear system of accountability. With that in mind, we have built the ministry around two central functions: design and delivery.

The design function will be handled by the program development side of the ministry, which is responsible for strategic thinking and design of new programs to the point of implementation.

At that point, responsibility is transferred to the Operations division, which is 100 per cent responsible for the delivery of ministry programs, including annual budgeting and financing.

Another important principle in the reorganization is the need for a strong program focus. Our ministry is responsible for \$3-billion worth of programs delivered to half a million clients, many of whom are served through the 1,800 agencies we support. By necessity, that is a complex task. But through the reorganization, we are aiming to reduce that complexity as much as possible.

That is why we have created

distinct program areas (Children's Services, Elderly Services, Services for the Disabled, Income Maintenance, Child Care, Family Support). This will allow each of the areas to focus their attention exclusively on the matters for which they are responsible.

By clearly defining responsibilities, we expect the reorganization to reduce the amount of overlap between branches and divisions within the ministry. Consequently, there will be less need for inter-departmental committees. That means increased efficiency and a reduced potential for confusion.

In order to keep bureaucracy to a minimum, we also recognized that any reorganization must reduce the layering of management within the ministry. As a result, the number of senior management levels has gone from four to three. That puts me, as deputy minister, closer to the front line activity of the ministry.

The reorganization also addresses the importance of relations with other governments. Our ministry receives a large portion of its funding from the federal government and municipalities spend millions on social programs. We have responded by creating the new office of Strategic Planning and Intergovernmental Relations. It will provide the strategic thinking and planning so important in this vital area.

Finally, it was decided that through the reorganization we should recognize the importance of information systems and technology. Technology has a huge potential not only to increase ministry efficiency but also to help our clients.

In order to harness that potential, we have created the new division of Information Systems and Applied Technology. This will be a permanent part of the ministry working to make use of the latest technological developments.

The reorganization of the Ministry of Community and Social Services will not lead to any change in day to day contact with clients but it will result in a cleaner organization. It will free senior management to spend more time on long term

planning and make it clearer to everyone who is responsible for what in the ministry.

It will give government and agencies the opportunity to recognize our two important responsibilities: the job of day to day operations and annual budgeting along with the equally important task of preparing together for the future.

It will enable us to develop strategic management principles which will assist in demonstrating that money spent on social services is money well spent.

The reorganization should also give us a greater chance to listen to the needs and ideas of everyone involved in social services, a give and take we will encourage by creating more formalized consultation processes.

The articles on the next few pages will provide you with more details about the reorganization and give you an introduction to some of the skilled and experienced people who have been instrumental in putting this new structure in place.

Those people are: Bruce Alexander, assistant deputy minister of Operations; Gerry Duda, assistant deputy minister of Community Services; Michele Noble, assistant deputy minister of Family Services and Income Maintenance; John Burkus, assistant deputy minister of Finance and Administration; Ola Berg, assistant deputy minister of Information Systems and Applied Technology; and Colin Evans, executive director of Strategic Planning and Intergovernmental Relations.

I'm confident the new structure of the ministry under the direction of the capable people named above will lead to a more effective, responsive operation. ●

Peter Barnes,  
Deputy Minister  
Community and  
Social Services



## Operations



As head of the division responsible for the delivery of programs, Bruce Alexander, assistant deputy minister of Operations, is confident that the reorganization of the ministry will enhance his division's well deserved reputation for service. The new organization will allow the division to better utilize and focus its resources on the important job of delivering programs to the ministry's clients.

The new structure creates a clear focus for policy concerns. "Our ability to influence policy has been enhanced," says Bruce, "but it is up to us to provide clear and timely advice."

There is no pre-determined process for consultation on new policy. It is up to the Operations division, in co-operation with the Community Services division and the Family Services and Income Maintenance division to ensure that the appropriate process is established. "In the future there will be more opportunities for field consultation on program design," Bruce says. "If we take advantage of these, we will have a system that is more sensitive to our needs and those of our clients."

It is important to note that the reorganization leaves the division's decentralized system intact. This is a recognition that this structure is fundamentally sound and working well. "Clearly, decisions made at this level are more timely and responsive," Bruce says. "The Regions are well managed and responding appropriately to local conditions." If there is a concern, it is to avoid the type of excessive decentralization that gives the appearance of four ministries rather than one. "Now that the

regionalized delivery system has matured, we must develop mechanisms to ensure that ministry policy is interpreted and applied consistently across the province," Bruce says.

A major emphasis in the reorganization is strategic management, incorporating a planned approach to the operation of the division with clear accountability mechanisms. This accountability will include our internal interactions as well as our relationships with agencies. Corporate strategic management will be designed to complement and support regional activity.

"If we are to be given additional resources, we must demonstrate that we are good at managing them," Bruce emphasizes. "Strategic management will do that for us."

The new thrust of the Operations division will be reflected in a reorganized head office component. The Operational Co-ordination branch, under director Joe McReynolds, will be flexible and compact, staffed for the most part by generalists who will not specialize in any one area of the ministry's mandate but will be able to understand and make decisions in a number of areas. To promote that approach, managers in the branch will be recruited from the field on a rotating basis. Bruce says they will be people who "can make things happen."

The development of the strategic management process will be a major challenge for the Operational Co-ordination branch during the next few years and will require:

1. agreement on divisional goals and objectives and the development of related long-range and operational plans;
2. an effective financial management system that recognizes delivery costs and includes a rationalized allocation process;
3. a human resource plan.

Although all of these initiatives are important, Bruce considers human resource planning to have the highest priority. "Staff in this

ministry invest a lot of themselves in what they do," says Bruce, "and they are entitled to know that we are prepared to invest no less in them." To Bruce this will require a divisional human resource plan with a strong staff training and development component.

A new office, Operational Issues and Services, will be reporting to Operational Co-ordination. Peter Landry, as its manager, will deal with those difficult issues that inevitably come up in a ministry that delivers so many programs to such a large number of people. The new office will work with the minister's and deputy minister's offices, the regional directors, and the program development side of the ministry to resolve those issues. "That includes follow-up to ensure the source of problems is dealt with and not just the individual incident," Bruce says.

In the branch's Program unit, staff will co-ordinate the implementation of new initiatives, work with the program development divisions on service delivery and planning, and ensure that all managers in the ministry are linked and supported in their endeavours.

All in all, Bruce sees the Operational Co-ordination branch as having a "highly interactive" role between the deputy minister, the regions, and the support and policy sides of the ministry. That boils down to making sure that programs are effectively delivered. Bruce thinks the reorganization will aid him and his staff in doing the best job possible for the ministry's clients.

Reorganization is bringing other changes to Operational Co-ordination. The French language co-ordinator's office will retain its current responsibilities for ensuring co-ordination of French language services and translation, but most importantly it will now have the job of implementing the pending French Language Services Act. With the new policy and legislation in Ontario, the delivery of French language services will become a key activity of the ministry.

Also coming under the Operational Co-ordination branch is the Chaplaincy office. This unit's responsibilities extend beyond the Ministry of Community and Social Services. It will ensure that the spiritual support essential to the clients of the Ministries of Health, Corrections, and Community and Social Services is readily available.



## PROFILE: Bruce Alexander

**B**ruce Alexander was appointed assistant deputy minister for Operations April 14. He began his career in the Ontario Public Service with the Ministry of Transportation and Communications (MTC). Starting in 1972 as the executive assistant to the minister, Bruce served in a number of roles at MTC, including director of Legal Services, chairman of the Ontario Highway Transport Board and finally, assistant deputy minister for Finance and Administration.

Before joining the provincial government, he practised law with the Toronto firm of Osler, Hoskin & Harcourt.

Bruce Alexander's new post is his first government job outside the transportation ministry. It's a big change for him but he's looking forward to it.

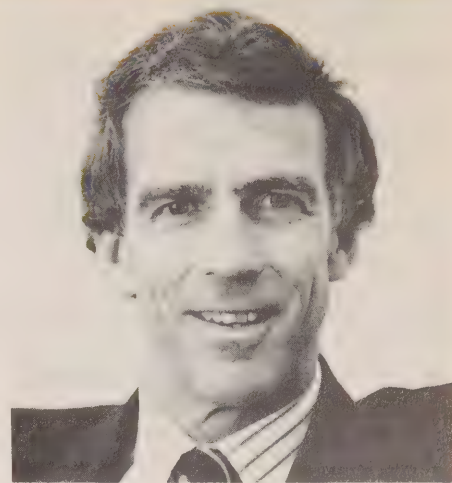
As the new kid on the block, Bruce

is anxious to learn. As far as he's concerned, the best way to do that is to get out in the field. "I want to understand the ministry from the viewpoint of the people who are in the front lines," he says. "The only way to do that is to walk in their shoes for a while." He is putting that philosophy into practice by spending two days each week at various agencies and ministry offices around the province.

Bruce knows that, to tackle the job, he needs the backing of skilled, experienced people. He says he's found those people in the Ministry of Community and Social Services. Bruce says he has never met more dedicated or professional staff.

"People here have a strong commitment to what they do. That's an obvious strength of the ministry and one we must continue to encourage."

According to Bruce, the job of his



Robert A. Miller

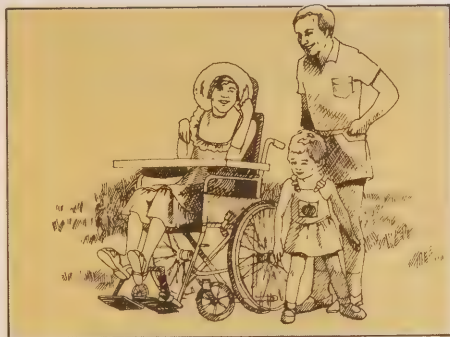
Bruce Alexander

division is to "make sure it happens." That means ensuring the ministry's clients and agencies see the government working in as efficient and caring a way as possible. He feels the reorganization of the ministry will make that job a lot easier. ●

Michael Kurts

## Community Services

by John Stiff



**G**erry Duda is the new assistant deputy minister of Community Services, one of the five new divisions resulting from the reorganization of the ministry. In his recent interview with *Dialogue*, Gerry explained how it is hoped the organizational changes would result in much improved services and program delivery to the ministry's special clients in his administrative area.

"The reorganization is based on a philosophy that program directions, policy and program development should be coherently evolved and clearly communicated.

"Under the former setup, many issues required multiple involvement from a number of branches without a clearly defined point of accountability. The new

organization will provide more coherence, more clarity and improved leadership in the various areas of policy and program development. The new organization likely will be more responsive and effective."

The Community Services division will be taking a comprehensive look at the ministry's relationship to the community, whether program content relates to the elderly, children or the disabled.

In the coming months, Gerry wants his division to become a visible entity to the service-providing community and the umbrella organizations, including the Ontario Association of Homes for the Aged, Ontario Association of Children's Aid Societies, the Ontario Association for the Mentally Retarded, etc.

"The new division will be reviewing all programs in response to changing social and economic realities," Gerry explained. "We'll also develop approaches that will encourage the agencies to have the benefit of modern management techniques; that information technology is well-utilized; that they're cost efficient and that they're accountable to the public

they serve.

"Whether community agencies serve the elderly, children or the disabled, the public is demanding quality and responsive services," he continued. "We must encourage and support those kinds of efforts. Through this division, the ministry will look to further extend services within the context of the community, not only quantitatively but qualitatively, under the broad initiatives and undertakings of the division."

The division intends to develop a highly consultative style of management which, it is felt, will foster greater efficiency and accountability within the ministry and with outside agencies. Among the methods being studied to achieve these goals are the concepts of computer conferencing, which is similar to teleconferencing, but uses computers to link distant offices.

In Gerry's words, "Computer conferencing is a way to use an interactive technology to more effectively promote input into public policy."

Computer conferencing will not replace the more traditional methods of providing and analyzing input, such as face-to-face meetings



and policy forums, but will provide an added dimension.

"You could have, say 60 people responding to key issues such as the handicapped or the elderly. Unlike teleconferencing or face-to-face meeting, it wouldn't be one narrative after the other; it allows the user to reflect on their input rather than spontaneously offering it."

It is expected that computer conferencing will provide a method of developing greater understanding, and to maximize the relevance of the programs being designed and developed by the Community Services division.

The division is charged with the responsibility of developing and introducing a comprehensive and innovative range of community-based services for the elderly, while ensuring our Homes for the Aged program is of high quality and responsive to the needs of the communities they serve, and sensitive to the residents' requirements.

This new division will be working in concert with the staff of the minister responsible for senior citizens' affairs, so that the provincial government—not just this ministry—has a comprehensive

strategy for community-based services to the elderly.

On the division's plans for services for the disabled, Gerry said, "We want to develop a more comprehensive approach to services for the physically handicapped. It has tended to be on an ad hoc approach and we want that to change for the better."

"In the area of the developmentally handicapped, we want to reflect on our accomplishments to date, and strike out on a longer course of action to more effectively attain our objective of normalization. We are investigating the opportunities and are building on our achievements in providing services to clients in the most home-like environment possible."

"In children's services, there is very important work to be done refining and implementing the application of the Child and Family Services Act (CFSA). The legislation is a new framework in which to better realize a flexible local service system."

Gerry hopes the implementation of the Act will be seen as only a beginning. The introduction of the new Act and the response to social and economic changes will usher in a new era in children's services. It is hoped, as well, that the next stage in the development of children's services will result in the refinement

of the current system promoting state-of-the-art treatment practices, and contemporary planning and management processes.

Gerry pointed out that another important responsibility for his division is to develop a prevention program for the province. "Money can be much better spent on effective prevention than would otherwise be necessary on the curative side," he commented. "The cliché is particularly true 'an ounce of prevention is worth a pound of cure'."

"If we develop this focus and strategically steer our resources to more adequately deal with prevention, there will be obvious impact on many ministry programs."

"At present, we'll continue to deal with the implementation of the CFSA, new initiatives pertaining to the physically and developmentally handicapped as well as new innovative programs for the elderly."

"We are intent on developing approaches which will continue to have Ontario offering world-class services."

**New directors in Community Services, announced July 11:**  
Sandra Scarth, Children's Services;  
Dick Barnhorst, Elderly Services;  
Sandra Lang, Services for the Disabled.

## **PROFILE: Gerry Duda**

**G**erry Duda was appointed assistant deputy minister of the Community Services division of MCSS in March of this year.

Gerry had been executive coordinator of Policy Development in the Policy and Program Development division in the ministry's former setup. That branch developed policy pertaining to the elderly, the developmentally handicapped, the physically disabled, child welfare, juvenile corrections, day care, children's mental health as well as family support and income maintenance. While some of these policy areas remain within the new Community Services division, others have been moved to various branches of the remaining new divisions.

While in this former division, Gerry also served as executive co-

ordinator of Children's Policy.

Gerry Duda has a solid background in both adult and children's services in the ministry. Following his employment as a caseworker for the Children's Aid Society, he joined the ministry in 1969 as a vocational rehabilitation counsellor. Since then he has worked as a field supervisor, an executive officer in the deputy minister's office, a district director in Belleville, an area manager for Children's Services in Kingston, as well as an acting regional director in the Southeast.

Gerry is a firm believer in physical fitness and puts that belief into practice by regularly running and jogging. He likes to read good books when he has the time, and enjoys theatre and travelling.

He enjoys a challenge, too.

"Like raising two teenage children in the '80s," he says. "And



*Gerry Duda*

challenge of a different kind—the exciting challenge presented by this new division." ●

**John Stiff**



# Family Services and Income Maintenance

by Robert A. Miller



**T**he well-being of Ontario families and individuals, and the care of the province's children are the major concerns for the ministry's new Family Services and Income Maintenance division.

Through its three branches, the division will provide a head-office focus for Income Maintenance, Child Care and Family Support.

In a recent interview with *Dialogue*, the division's new assistant deputy minister, Michele Noble, described the major changes from the previous ministry setup in this area. The new division will provide a program focus, for policy development, program design, research, and follow-up assessment. The division will have the expertise needed to resolve family and income maintenance issues as they arise.

"By having all these factors in one organizational unit, accountability will be more clearly identified," Michele said. "Obviously, one cannot carry out these functions in isolation from the delivery side. This will necessitate consultation with the field structure and the development of new mechanisms. The branches will be able to obtain feedback from the people who deliver the programs."

The new division's Income Maintenance branch provides financial assistance to needy Ontarians through the family benefits and general welfare programs. Expenditures are in the \$1.5 billion range per year. This branch will have two key priorities, Michele explained. The first, the review of the entire income maintenance structure in Ontario, as outlined in the April 1986 Throne

Speech, is "obviously a major priority, and an exciting challenge," she said.

The review is an important policy initiative, Michele said, that will result in advice to the minister and to the government, leading to revision of the present legislation.

An indication of the scope of the social assistance review was given in the Throne Speech, which said, "Recognizing that even in a time of economic growth the needs of the less fortunate must be addressed, (the) government will launch a thorough review of Ontario's social assistance system to determine ways to more effectively combat poverty."

"The review will examine the overall effectiveness of income-support programs, and assess their method of delivery, levels of assistance, and flexibility to encourage and ease transition to the workforce."

Regarding the second key priority for Income Maintenance branch, Michele said, "There are a number of specific projects under way now regarding integration (of family benefits and general welfare). We need to follow through on a re-examination of the present delivery system, in the context of integration as a future direction. There is considerable work to be done in support of this."

"Also, we need to take a co-ordinated approach to the issues that arise on a daily basis and ensure that they're appropriately addressed," she said.

The division's Child Care branch provides the financial, legal and program framework within which child care is provided by municipalities and charitable corporations.

"Over the last two years, there have been major enhancements in the funding available for: one, the existing system; and two, a variety of initiatives," Michele said. These initiatives, she said, are in areas where needs cannot be met by the formal delivery system.

The ministry is going to Cabinet

with a proposal on a comprehensive child care system that looks at government options on flexibility, quality, availability and affordability of child care.

"A key concern of the branch will be to work out specific program designs and approaches to deal with these. There will be work to be done, in the context of whatever Cabinet approves."

Also, there are a number of issues that have been identified in the existing delivery system which will require the re-examination of existing legislation: "It is inadequate around the area of initiatives," Michele said. "This will be looked at by the branch."

The third branch in the division, the Family Support branch, is responsible for a wide variety of programs dealing with individuals and families, including family violence, women's issues, employment initiatives, shelters and hostels, and emergency meals. Other programs include the counselling of ex-psychiatric patients, alcoholics and ex-offenders living in half-way houses. The major task of the new director of this branch will be to review the interrelationships between programs, to consider consolidation of programs, and to develop an improved design for delivery.

"We require some sort of program framework vis-a-vis other ministries, municipalities and agencies," Michele said. The progress achieved to date will be the foundation for examining future options for clients in these areas, she added.

"Because they are not long-established programs in the Ministry of Community and Social Services context, there is still work to be done in solidifying initiatives in these program areas," she said.

"I'm looking forward to the opportunity that the ministry's reorganization has presented us—the new structure, with its program focus, will make it that much easier to get on with the job at hand."



## PROFILE: Michele Noble

**M**ichele Noble, the new assistant deputy minister of the Family Services and Income Maintenance division, joined MCSS in 1979, as the director of Financial Planning and Corporate Analysis. From 1981 until her recent appointment as ADM, she was the executive director of Finance.

Michele said that her experience in finance, while not on the service delivery front lines, has been invaluable: "It has given me an appreciation of all the ministry's programs as they have developed over the last several years, and also an understanding of how to get things done, given the complexity of the financial arrangements governing our programs."

Before her Comsoc days, Michele worked for the Management Board Secretariat, which provides financial and administrative advice

to the Management Board of Cabinet. She was employed in the Programs and Estimates Division, Resources Branch, from 1974 to 1979. For two of those years, she was the analyst for the Ministry of Natural Resources.

Michele was educated at the University of Western Ontario, London, where she graduated with a degree in economics, then obtained an MBA from York University, Toronto. Her first job after graduation from Western was with the federal government, in the Treasury Board planning branch, from June 1971 to December 1972.

From 1973 until her move to the Management Board Secretariat, she worked for a consulting firm, Systems Research Group.

In her leisure time, Michele likes to ski in winter, and work in the garden in summer. She enjoys reading and



Robert A. Miller

*Michele Noble*

says she has been known to "stand on a court holding a racquet, attempting to play tennis." ●

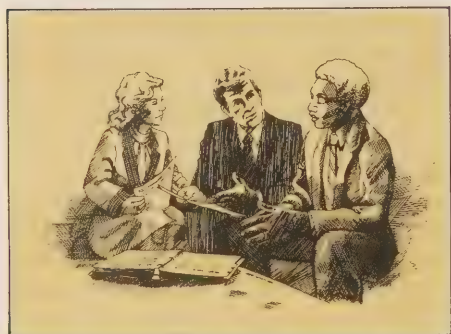
**Robert A. Miller**

**New directors** in Family Services and Income Maintenance, announced July 11:

Bob Cooke, Income Maintenance;  
Kay Eastham, Child Care;  
Vicki Bales, Family Support.

# Finance and Administration

by John Stiff



**T**he key responsibility areas in the new Finance and Administration division include financial planning and corporate analysis, capital and administrative services, accounts, human resources, operational evaluation and audit, financial advisory services and the affirmative action program.

In commenting on his views and

the directions he plans to set, John Burkus, the division's new assistant deputy minister, said: "This ministry's budget is in excess of \$3 billion, which puts it in the top three ministries in the government. If you compared that with the private sector, we'd rank in the top 20."

While the division by the nature of its work does not have a high public profile, the support that staff provide is very important in service delivery, he noted.

"The division has a significant role to play in both managing and facilitating change," he added.

"This could not be done without the high level of skill, dedication and experience that has been developed over the past several years."

One of the areas to which the new ADM will give particular emphasis is human resources planning, management and development. In

this regard, personnel from the former staff training unit in the Operational Support Branch have been assigned to the division.

Deputy Minister Peter Barnes has asked John Burkus to take an in-depth look at human resources and personnel planning.

"We'll be examining ways in which we can best develop and motivate our staff. We want to provide them with the opportunities to enhance and advance their skills," John said. "This will be a major emphasis and responsibility in the new division."

Over the next several months, John will, in conjunction with senior managers, be preparing a long-term plan for human resources development. The plan should be implemented within the ministry over the next three years.

John intends to keep managers



and staff in his division fully up to date with policy and program directions the ministry is taking. This will enable them to oversee the necessary complementary planning and monitoring to ensure the successful implementation of those programs.

"I want to see that all the appropriate checks and balances are in place to ensure that our managers and others to whom we advance funds, utilize those funds in the most appropriate manner," he said.

John explained that over time there will be substantial changes in the division as a result of ever-increasing office automation.

"It's one of the reasons that we now have a new division devoted to information systems and applied technology. There will be a close linkage between this division and Information Systems and Applied Technology in order to monitor and control expenditures and the use of human resources."

The Finance and Administration division also will explore the extent to which knowledge and information can be shared to improve the way in which transfer payment agencies and voluntary boards operate, and to attempt to

improve and develop their skills in areas such as finance, personnel and general management.

As John Burkus begins his new duties, he will continue going into the field to talk to managers and their staffs, to gain a firsthand understanding of their requirements.

"I want to see what makes them tick—what turns them on or gets them angry. Once I learn as much as I can, I want to take appropriate steps by getting the managers and staff in the division together to address those needs."

In June, 150 financial officers (the people John calls "the ministry's forgotten soldiers") travelled from across the province to St. Catharines, where they shared ideas at the ministry's 1986 Financial Conference.

Although the Finance and Administration division is considered primarily a head office activity, the impact it has on ministry staff and service providers outside the ministry is highly important. With this in mind, John intends to find the reactions to financial and administrative policies from the recipients' points of view.

As with any properly and

efficiently-run business, our ministry's myriad operations and resources are subject to regular monitoring and financial scrutiny. And because our ministry is undergoing reorganization for greater efficiency and effectiveness, the activities of Operational Evaluation and Audit branch, responsible for that monitoring, are becoming much more comprehensive.

"We'll be looking at a total organizational picture," said Robert Glass, the branch director. "The branch will examine different levels of control in an organization, how they flow from, say, the regional office through the area office and into the agencies."

"We'll look at the output of different groups against the goals of the organization. Our comprehensive auditing and operational review is far more program-oriented and 'value for money'-oriented than in the past." He added that as a new director, "I want to make sure that the staff of the branch are at the leading edge of professional and technical competence."

## PROFILE: John Burkus

John Burkus, assistant deputy minister of the Finance and Administration division, believes that the effectiveness of a division such as his, is based on many small but important things.

"How we treat and orient new staff—how do we make them aware of the goals and direction of this ministry? How do we express our appreciation as managers to the contribution staff has made, individually as well as collectively?"

"I want to identify the kind of mechanisms we have in place for feedback for people who say, 'There's a better way of doing this.' I feel that one of the really important things is to establish an environment recognizing excellence, to show that efforts are not only appreciated but encouraged and to the extent possible, rewarded."

John Burkus joined the Ministry of Community and Social Services in

April, 1982 as assistant deputy minister responsible for policy and program development. In May, 1986, he was appointed to his current position.

John is a commerce graduate of the University of Toronto. He holds a Master of Arts degree in economics from the same university.

He first joined the government of Ontario in 1960 as an economist with what is now the Ministry of Treasury and Economics. From 1965 to 1967, he was a staff member of the International Labour Organization in Geneva and a specialist in social security programs.

He rejoined the Ontario government in 1967 as a senior economist, a position he held until 1972 when he joined the Ontario Housing Corporation as its first director of Corporate Planning and Research. From 1974 to 1982, John was responsible for policy and program development, first in the



John Burkus

Ministry of Housing, then in the Ministry of Municipal Affairs and Housing. ●

John Stiff



# Information Systems and Applied Technology

by John Stiff



**I**nformation systems. Electronic means of gathering, maintaining and disseminating information. They're computers, electronic data processing, word processing.

These information resources, under the aegis of the new Information Systems and Applied Technology division, are rapidly becoming "key", just as human resources and the financial component always have been.

"Over the past couple of years, the Ontario government has been looking at the use of information systems," said Ola Berg, assistant deputy minister of the new division. "An interministerial committee, chaired by our deputy, Peter Barnes, was set up to study the whole direction of information technology over the next five to 10 years."

"I feel that this ministry is a leader in information technology in government—we have been involved very heavily over the last couple of years, and information technology is highly important to us on a day-to-day basis. Some of our programs can no longer run without computers."

He gave as an example the income maintenance program—now too complex and with too great a volume of transactions to operate without computers.

Over the last two or three years in this ministry, acceptance of information technology and computers has accelerated. The ministry has had a policy to encourage and support the introduction of personal computers. At present, there are some 200 personal computers and word processors in place across the

ministry.

The requirements of ministry programs and service to the public have continued to grow—at a pace which would outstrip the ability of the most highly skilled and efficient staff to cope without technological assistance.

"But with the success and proliferation of personal computers, a potential problem has arisen," Ola pointed out. "However, it's a problem that we hope will be avoided under the strategic plan of this new division."

"With increasing growth in the use of computers, there is a risk in offices independently selecting their own systems—everyone has their own idea of equipment, hardware and software, and so on. This could result in counterproductivity—a 'Tower of Babel' effect through inconsistency, duplicated development and lack of emphasis on cross-ministry needs."

Realizing the potential of information technology, the ministry began about a year ago to prepare a comprehensive strategic plan. It identifies computer technology as one of the major tools to increase productivity and provide quality information for ministry management.

"With the new technology being introduced, we feel we can redesign some of our programs to be much more effective in terms of delivery to our clients," Ola said.

The strategic plan recommends introducing a network of departmental computers across the ministry within a year and a half.

"Eventually, this will eliminate most of the traditional dependence on the Ministry of Government Services' Queen's Park computer facilities," Ola said. "The exceptions will be dependence on some of our major systems such as CIMS and the financial systems, which will remain in place in Queen's Park because of their sheer size."

With the introduction of the network of departmental computers, new technology will be

put into place to provide much better support for the local end user, the managers, professionals and technical staff.

Basically, the Information Systems and Applied Technology division has a five-point strategy:

- planning the information resources;
- setting priorities for and building systems to create and enhance needed information;
- linking transfer payment agencies into the ministry's strategy;
- expanding the use of office automation;
- and introducing advanced hardware, software and communications technology to support the ministry's needs over the next five to 10 years.

The new division is organized into three branches to deliver its mandate.

The Strategic Information Systems branch, under director Tom Closson, is preparing in detail the ministry's requirements, identifying sources and suppliers of equipment and software, and setting up the tendering process. The branch will put information systems and office automation into place across the ministry, and will deal with transfer payment agencies in setting up and co-ordinating common information system approaches.

"Through this branch, we hope to develop a co-ordinated approach with our 1,800 transfer payment agencies, who deliver ministry programs," Ola explained.

A second branch, End User Technology, under director John Hendriks, will support the implementation of new systems and automation, encourage and teach the technology and facilitate direct use by those currently involved with computers, as well as train those who have had no exposure to computer technology.

Ola explained: "What has been diagnosed as a problem in this ministry is that the technology used to date is often hard to deal with,



and frequently unacceptable to the end users. They've had to go through an interface—the technical people, programmers, systems analysts, and deal with complex, distant technology at Queen's Park. This has been a barrier to progress."

With the influx of relatively inexpensive, far more versatile equipment and streamlined technology as well as more "user-friendly" languages, the end user will be able to obtain the information required without involving the computer specialist in many cases.

## PROFILE: Ola Berg

With his extensive background in computer technology and management, Ola Berg comes well equipped for his new role as assistant deputy minister, Information Systems and Applied Technology division.

He first became involved with computers during his student days at the University of Toronto. The university's computer was one of the first in Canada, and its operation was highly complicated. Operators had to communicate in binary—a series of zeros and ones.

"Communicating with that computer was so difficult that only a few people had the patience or ability to use it properly and not make mistakes," Ola said.

After leaving university with degrees in math and physics, he

"Because the strategic plan developed to date for this division primarily covers the mandates of the Strategic Information Systems branch and the End User Technology branch," Ola said, "I will be involved in an intensive thinking and review process over the next six months to develop a separate but integral strategic plan for the Program Technology branch in order to establish strategies for the future."

This branch, under director Greg Mazuryk, is responsible for two major functions. It identifies,

evaluates and recommends the use of new technology to enhance the capabilities of clients, and to improve the effectiveness of program delivery. It also provides a statistical and support capability to the ministry with its policy development and program planning.

"With its new organization and strategic plans, the ministry will be in a good position to harvest the benefits of new technology to improve service to its clients, its management and the cost effectiveness of its programs," Ola said.



Ola Berg

the position he held until his recent appointment as ADM of the newly-created Information Systems and Applied Technology division.

When not working at the ministry, Berg counts reading, astronomy, cooking and skiing among his interests. ●

John Stiff

# Strategic Planning and Intergovernmental Relations

by Michael Kurts



Colin Evans, the new executive director of Strategic Planning and Intergovernmental Relations.

The new Office of Strategic Planning and Intergovernmental Relations will be handling some of the ministry's most important functions, from negotiations with the federal government to facilitating the development of the ministry's strategic plan.

The new executive director of Strategic Planning and Intergovernmental Relations will represent the ministry at federal-provincial and municipal conferences and at negotiations relating to important issues such as cost-sharing.

The office will be headed by Colin

Evans, formerly the executive coordinator of Policy Services and Program Evaluation. In a recent interview, he identified the main functions of the new office.

The first is the responsibility for the continued development of the ministry's strategic planning process. That means facilitating implementation and monitoring of the strategic plan, which sets the major directions for the ministry over the next three to five years.

Next is the job of intergovernmental relations. This is a vital area and the reason is obvious—a great proportion of the

*continued on page 18*



# ON THE ROAD

## with the Crown ward review team

by Judith Adams

**W**hen they asked me if I liked travelling, I was thinking of Rio and San Francisco ... but, after two years of Crown ward reviewing, my thousands of miles of travel have all been in Ontario," muses Nancy Swiencicki.

The three Crown ward reviewers she now supervises have been clocking many more thousands of miles over the past several years. They travel the province to make sure that adequate services, plans and care are being received by Ontario's Crown wards. A Crown ward is a child deemed to be in need of protection, and for whom parental rights have been terminated by an order of the court. The ministry, in effect, becomes the child's "parents".

The present Crown ward review process in Ontario began in 1979. Since then, a small team of trained and seasoned child welfare professionals have doggedly made their way around the province reviewing the care of over 3,000 Crown wards in the 51 Children's Aid Societies (CAS's) in Ontario. Lillian Keys, Marg Snowden and Lou Stoneman make up the team, and together with Nancy Swiencicki, cumulatively have more than 100 years of child welfare work experience.



Lou Stoneman

It's an important job and a demanding one, with no time for getting sick or slowing down, says Lou Stoneman, who couldn't take

time out for a recent flu bug. To make sure every Crown ward in the province is reviewed once every two years, starting two years after Crown wardship begins, the three reviewers are constantly on the go, catching 7 a.m. trains or planes, reading children's files from cover to cover, and often writing reports and recommendations far into the night, back at the hotel.

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***"Even if we can never give a child the perfect life, are we doing the best we can do?"***

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Credit for the meticulous organization of meetings, travel arrangements and record-keeping back at head office goes to Rosa Macina, who recently inherited the job from Gabriel Lenk. Like Gabriel, she is one of those stalwarts who can manage a day of pressure including cancellations, re-schedulings and upsets that would give most of us a headache, and is still able to smile cheerfully at 5 o'clock. "Rosa is our linchpin," explains Nancy. "We simply wouldn't get it all done if it weren't for her."

The three reviewers and Nancy, who functions as co-ordinator and back-up reviewer, agree that the goal is what makes this pressured job a rewarding one. Says Lillian Keys, "Every child is not only a file but a unique person, with their own needs and service requirements, and it is partially this that keeps the job from becoming monotonous."

The new Child and Family Services Act (1984) governs the Crown ward reviews, and also includes the ministry's advocacy program to ensure that the best services are being provided to children and their families. This ensures that those responsible for these clients regularly ask the question: "Even if we can never give a child the perfect life, are we doing the best we can do?"

Children's aid societies have responded positively, thanks in good measure to the approach taken back

in 1979 when George Hart, then co-ordinator of the program, began the review. "It has always been our purpose to be perceived as facilitators rather than just critics," he noted when he retired at the end of 1984, "to help and encourage improved service where necessary, and to recognize quality service when we see it."

The program has evolved over the years. A confidential questionnaire was introduced in 1982 for Crown wards to fill in and return. Such telling pleas as "I'd like to see my brothers and sisters more often," and "I'm afraid to tell people about my feelings," have helped some children's aid societies appreciate a child's state of mind better, and act to make life happier for the child as a result.



Lillian Keys

The questionnaires often reveal a child's anxiety about the future, especially among teenagers, who represent a large proportion of the Crown ward population. Many want to return home. Some are upset by their many moves, while others have gained a much improved self-image during their stay in foster care.

Children may also request personal interviews with the reviewers, and their reasons for doing so are often an important key to improving the service the CAS can give them. Some express in the warmest terms their appreciation for the families they live with, and



the help their social workers give them. Others want to know more about their birth families and establish contact with someone in the extended family. Some ask for an interview out of sheer curiosity about what the review is like.

"One Crown ward who asked for an interview, a little girl, thought she was going to get a crown," says Margaret Snowden. "Sometimes a child will want to talk about being adopted, and we make a recommendation to the CAS that this be followed through."

Court-ordered access to the child's birth family is becoming a more common situation now than even five years ago. By the judge's granting of access, adoption is effectively prevented unless the access order is terminated. This situation presents an important challenge both to the CAS workers who know the children, and to the reviewers, to see what effect visits with their birth family is having on the child.

Is the family still in regular contact? How does that contact affect the child? If it does not appear to be in the child's best interest, is the agency making an effort to have the access order removed and the child prepared for the possibility of adoption? This is vital work which must involve helping the child to separate from their past and to feel hopeful about a future with a new permanent family. The review helps uncover changes that might have taken place in a child's needs over time. What might have been the best plan two years ago may now need revision.

All agency workers agree that numerous moves are very damaging for children, especially when they are grieving at being separated from their birth family. So the emphasis is on permanency planning, as soon as the child comes into the agency care, and this may involve planning for return to the birth family or planning for adoption. Long-term foster care, though impossible to guarantee, is seen as a good option for some children who don't want to be adopted, but whose parents just haven't the skill to look after them. In this case, the importance of regular and reassuring visits is stressed.

There's a tremendous diversity across the province in size and operational style of children's aid societies. Some, like Toronto's two societies, are very large. Others are quite small and workers know



*Rosa Macina, left, and Nancy Swiencicki in the Crown ward review Toronto office.*

practically every child in care. Reviewers encourage team work in the CAS when planning for children in their care, so that their combined expertise can lead to the best possible plan.

Adoption workers in the societies have unique experience with the changing adoption resources—they're in touch with families who want to adopt (and know the capabilities of) older kids. The CAS workers are able to add their assurance that although adoption risks increase as you start to place older and more emotionally fragile children, (12.1 per cent of all children reviewed in a five-year period had suffered adoption disruption—i.e. failure of the match), some children could go on to another adoption placement and succeed. This is vital knowledge when deciding on a child's future.



*Margaret Snowden*

It is also important to keep track of how many moves a child has made in foster care, and the reviewers do this meticulously, since any move is a disruption (and often a rejection) to a child, no matter how we may categorize it. In some agencies, children are being placed in "resource homes", or "risk

placements" (meaning the family takes the risk that the child might be going back to his birth parents) even before Crown wardship. This means that, even with moves back to the birth family while court battles are being resolved, a child keeps going back to their "resource family" who make it very clear that they want and would adopt the child if he or she becomes free.

How has the Crown ward review program affected the agencies and the service they give to their children? It's impressive, says Nancy Swiencicki, that over the program's six years, most agencies have improved both in their quality of care and in the systems that are so necessary to carefully record good practices.

"In a very complex child welfare system, there are some jobs where you can have a unique overview," she points out. "One of these areas is in Crown ward review. We are able to see province-wide trends and report them back to the field, both the societies and our own area and regional offices. We work closely with the program supervisors responsible for each agency, who are in effect the ministry people who really manage the programs in their area.

"We have a chance, all of us, to be part of a team that will advocate for the best possible services our children can be given. To the extent that we are able to do this, we will make a crucial difference to thousands of children's lives." ●

*Judith Adams is an adoption project officer for the Ministry of Community and Social Services. As part of her job, she researches and writes the column Today's Child, and is involved in the production of the Family Finders television program.*



## Volunteerism: a continuing force for social change by Pat Newman

**M**CSS and the Ontario Association of Volunteer Bureaux/Centres were proud co-sponsors of a provincial conference held in Ottawa April 29 to May 2. "Volunteerism: A Continuing Force for Social Change" focused on issues, trends and skill development, with more than 80 workshops and presentations.

The four-day event was attended by more than 850 participants representing an impressive diversity of volunteer agencies, boards and organizations, as well as numerous government ministries and agencies at the federal, provincial and municipal levels.

Participants came from all parts of Ontario and from as far away as Newfoundland and British Columbia, taking full advantage of the opportunity to establish contacts with similar interest groups and to discuss common issues and problems.

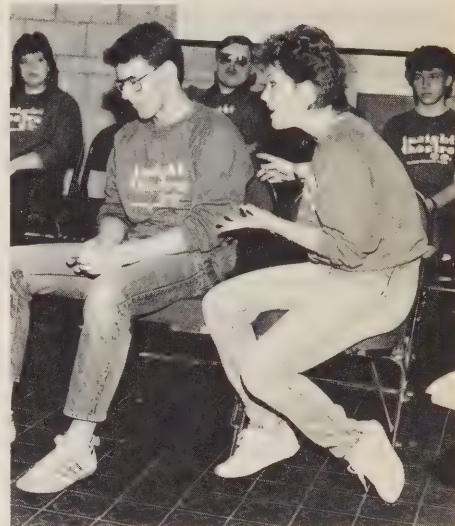
Conference highlights included a keynote address by David MacDonald, Canadian emergency co-ordinator/African famine relief;

a banquet speech by John Sweeney, Minister of Community and Social Services; and a luncheon address by Lily Munro, Minister of Citizenship and Culture. Marjorie Mann, prominent Ottawa volunteer, delivered a humorous luncheon address on Wednesday, April 30.

Organizers were delighted with the attendance and continue to receive very positive feedback from conference participants. This was definitely a working conference and people were impressed with program content, coming away with valuable skills, knowledge and contacts.

The co-sponsors are confident that the spirit of co-operation between the government and voluntary sector, through which this major event was conceived and became reality, was enhanced throughout the conference and will continue to grow in years to come. ●

*Conference co-ordinator Pat Newman works in the Ottawa Area Office.*



R. Miller

*Ottawa's Insight Theatre presented skits on subjects close to every teenager's heart: peer pressure, dating, drugs, incest, birth control, and many others. The young actors volunteer for a one-year period. They research and write their own scripts, present their skits to eastern Ontario audiences, and invite discussion after each show. The troupe is sponsored by Planned Parenthood Ottawa.*

## OAVA brings volunteer administrators together

**O**n June 4, 5 and 6, Toronto hosted Connections '86, the founding conference of the Ontario Association for Volunteer Administration (OAVA). Connections '86 brought professionals in the volunteer field together to share ideas and resources. It also brought the workers in this field together in association as a professional working group.

More than 200 volunteer managers, co-ordinators and administrators from Ontario, Quebec and the U.S. attended the event at Toronto's Glendon College.

The keynote address, "Connections for the Volunteer Administrator", was delivered by

the internationally renowned author and consultant, Dr. Eva Schindler-Rainman. The banquet speaker was Gordon Cressy, president of Canada's largest charity—the United Way of Greater Metropolitan Toronto.

Workshops included topics such as legal issues, developing organizational support, training staff to work with volunteers, volunteers and the ethnic community, special volunteers, fundraising, and a session on unions and volunteers.

Several workshops were of particular interest to professionals working in the field: career development, presentation skills, volunteer administrators' burnout,

and what makes a good volunteer manager.

The broad spectrum of workshops helped the OAVA to attract an interesting and varied group of volunteer administrators who had the opportunity to connect with each other as a professional working group.

On the second day of the conference, more than 200 members met as a professional group to ratify the OAVA steering committee's efforts over the last two years. A constitution was adopted and OAVA became an official professional association. ●

**Patty Letourneau**  
*Volunteer co-ordinator  
Seniors' Information Service, Toronto*



# Spotlight on Simcoe County volunteers by Nancy Cathers

Nobody ever accused a volunteer of becoming involved for the glory of it all. Yet on April 19, the MCSS Barrie Area Office gave community volunteers and foster parents a much-deserved night in the spotlight, at an annual appreciation banquet.

MCSS area manager Michael Jarvis joined Carol McMaster, chairman of the board for Morton House, and Barrie alderman Sam Cancilla in welcoming the guests and congratulating the volunteers for their efforts.

Darrell Walker received the first annual John Batchelor Memorial Award for outstanding service as a volunteer. Darrell has been active in sports and life skills programs at Morton House, as well as the Probation Diversion Program.

Community programs co-ordinator Rob Cole gave this tribute to volunteers: "We know and believe that building positive relationships between the worker and the youth, regardless of whether the worker is a social worker, probation officer, volunteer or institutional staff person, is a key element to helping young people change undesired behaviour."

He stressed the importance of "pro-active public relations", a term

used to describe word-of-mouth promotion by volunteers who tell others about the good experiences they have as volunteers.

Rob praised the Simcoe County Juvenile Justice Volunteer Program, and made a special presentation to volunteer co-ordinator Dorothy Johnstone. Volunteer co-ordinator Jeannie Harris and police constable Al Gilchrist recognized the contribution of many volunteers.

"Simcoe County's original volunteer probation officer", Neil Henderson, received an award for eight years of service. He started by helping out in the MCSS



*Frieda Huley, a volunteer cook at Barrie's Morton House, displays an apron she received at the awards banquet.*

Collingwood office, and for the past three years has been a foster parent.

Seven years ago Nellie Fagents became the first volunteer in the Barrie probation office. Over the years she has been involved in many areas including the diversion committee and community service work orders. She too received an award for her efforts.

Rose Derochie is another example of someone who doesn't know the meaning of "doing too much". She has been a volunteer for six years and a foster parent for four of those years.

Rosemary Dunsmore and Doreen Ward were each recognized for five years of service; Nicole Viens, Brenda Peters and Janice David received four-year awards. Fourteen other volunteers, with one to three years service, were honoured.

Then the focus shifted to foster parent awards. Rose and Bill Derochie, and Neil and Carol Henderson received recognition as foster parents. Neil and Carol have been foster parenting for three years, while Rose and Bill have been involved for four years. Jim Chiasson, former foster child of Rose and Bill, presented the couple with their award. ●

*Nancy Cathers is a graduate of the journalism program, Georgian College, Barrie. This spring, she worked on a one-month placement at Communications Group (head office) and Huronia Regional Centre.*

## Windsor's valuable volunteers by Phil Kyte

Fifteen volunteers who participated in the Windsor area's Juvenile Justice Volunteer Program were recognized for their outstanding contributions at a volunteer appreciation night in Windsor, April 24.

Since its implementation in September, 1985, the volunteer program has provided volunteers with the opportunity to become involved in six program areas both within the ministry's probation services unit as well as with community agencies with whom we are involved.

These six areas are: Community Service Orders and Stop-lift Program (both through Essex County Diversion Program Inc.); Open Detention/Open Custody Program (Renaissance Homes); case assistant

(Probation Services); court intake/reporting (Youth Court, Essex County); and newsletter/office work (Probation Services).

The volunteer contributions to the design and distribution of a monthly newsletter have proved to be a valuable asset to Pete Heney, probation officer in Windsor, who co-ordinated the Juvenile Justice Volunteer Program. The newsletter established clear lines of communication among the many volunteers and others involved in the program.

The volunteer appreciation night featured comments of appreciation from Shari Cunningham, area manager, on behalf of the ministry, as well as very positive comments from many of the community agencies with whom the volunteers

were involved. In presenting certificates of appreciation to the volunteers, Ms. Cunningham reinforced the ministry's commitment to and strong support of volunteers.

The success of the Juvenile Justice Volunteer Program in the Windsor area has clearly demonstrated the viability of such programs. Plans are underway to build on this success in the coming months so that other direct service programs, such as income maintenance and vocational rehabilitation services, can incorporate the use of volunteers into their delivery of services to clients of the ministry. ●

*Phil Kyte is supervisor of probation services for the Windsor Area Office.*



### MRC's Familyhome expands

**T**he Familyhome Program at Midwestern Regional Centre (MRC) has doubled in size since April, when the facility assumed sponsorship of the Bruce-Grey Familyhome Program. Previously, Familyhome services in these two counties had been provided through the Grey-Owen Sound Children's Aid Society.

Earlier this year, the MCSS Area Office accepted proposals from several local organizations interested in assuming sponsorship. MRC was the successful candidate for several reasons: its demonstrated

success in operating its own program with 17 placements; the availability of back-up resources within the facility; an established administrative/program structure; and MRC's desire to expand its involvement in the Familyhome Program as a preferred option in the care of the developmentally handicapped.

Under this program, volunteer families are recruited through advertisements and through their expressed interest. Developmentally handicapped individuals who have been

discharged from a facility are then placed with these families in the community.

Regular home visits are provided by social workers, who support the families, identify the individual's needs, and make referrals to the appropriate agencies.

MRC is hiring two social workers to meet the needs of the expanded program. They will be working under the supervision of Bob Pilon, chief social worker, and co-ordinator Joan Shellmutt.

—from MRC *Funnel*, Debbie Azim and Indrani Chatterjee

### Asking the right questions

**C**hildren's Aid Societies are corporations that deliver services, and the responsibility of board members is "planning a prestigious niche".

What is a "prestigious niche"?

"You have to fit societies' needs," said Dr. Walter Baker of the University of Ottawa. Dr. Baker's seminar, "The Board and the Corporate Management Role", was one of the 64 workshops offered at the annual conference of the Ontario Association of Children's Aid Societies held in the Hamilton Convention Centre, April 30 to May 2.

Dr. Baker, a former deputy

minister with the federal government, stressed that volunteer board members are in the business of management, and it is vital that they have access to contemporary business methods and tools.

"Be more creative by asking the right questions and clearly identifying your (agency) priorities," said Dr. Baker. He suggested these questions:

- Are there things that you're doing now that don't need to be done?
- Are there things that you're doing that can be done better by someone else? and

- Are there things out there that need to be done, but aren't?

To help agencies to ask the right questions, Dr. Baker recommended acquiring marketing skills.

As a note of caution, Dr. Baker did not advocate the philosophy espoused by Tom Peters in his book, *In Search of Excellence*. Managers can encourage their staff to excel, "... but managers don't search for excellence." He felt that there is the danger in setting standards so high that they are beyond reality.

"Don't get caught on excellence ... something that is good enough, is good enough," he said.

Dave Rudan

### Farewell to Frank

**T**he London Area Office held a recognition night in April to recognize Frank Osborne's 17 years service with the ministry. Frank, a review officer in income maintenance, retired on April 30.

He came to the ministry in 1969 after serving his country for 29 years in the Canadian army. During his military career, Frank received many decorations and commendations.

His service in MCSS began in the legal aid field as an assessment officer.

Marni Campbell



Left to right: Mrs. Osborne and Frank Osborne, review officer; Frank Capitano, London area manager; Nancy Madison, program supervisor; Murray Hamilton, regional director; and Leo Hickey, master of ceremonies for the evening.



# Ontario Prevention Clearinghouse opens

Enjoying the official April 1986 opening of the Ontario Prevention Clearinghouse in Toronto are Roma Scott, left, and Margaret Engel. Roma is a senior research analyst in the ministry's Research and Program Evaluation unit; Margaret is a program supervisor with the Toronto Area Office Child Care Unit.

The Prevention Clearinghouse, funded jointly by the Ministry of Community and Social Services and the Ministry of Health, is managed

by the Canadian Mental Health Association, Ontario Division.

The innovative project offers information, support and advice to individuals and organizations seeking effective methods of dealing with social and emotional distress in Ontario communities. For information, call (416) 928-1839. In Ontario, call collect. Or write to The Ontario Prevention Clearinghouse, 56 Wellesley St. W., Suite 410, Toronto, Ontario M5S 2S3.

Prudence Whiddington



Prudence Whiddington

## Wynn Turner moves to Rideau

Employees at Rideau Regional Centre (RRC) in Smiths Falls welcomed their new administrator, Mrs. Wynn Turner, to the facility on April 1.

Former director of secure custody at the Syl Apps Youth Centre in Oakville, Mrs. Turner, 42, replaces Dr. Nesa Lysander, who is now co-ordinator of health services for MCSS in Toronto.

Born in Manitoba, Mrs. Turner obtained her BA from the University of Manitoba before moving to Ontario, where she became a probation officer and subsequently a supervisor of probation. Having had extensive experience in the field of corrections, she was involved in the development of the Young Offenders Act.

"I'm really excited about coming and providing leadership to Rideau Regional Centre," said Mrs. Turner. "I'm impressed with the staff and the organization."



Wynn Turner

Mrs. Turner and her husband Peter, who is a management consultant, will live in the Smiths Falls area. They have two children.

Sue Ronald

## Feed back the feelings

Social workers with communications skills that are void of "feelings" will have a difficult time developing a sense of confidence with their clients, claims Dr. Larry Shulman, professor of social work at Boston University.

"It takes a lot of training to feed back the feelings rather than feeding back words," said Dr. Shulman, at the Ontario Association of Children's Aid Societies annual conference held in May at the Hamilton Convention Centre. Clients are becoming more

sophisticated and they know aspects of consultation skills. If the worker simply repeats the phrases the client has just spoken, the client might say, "Are you social working me?"

Social workers should be prepared to risk admitting that they do not have the answers to the client's problems. According to Shulman, workers who are honest and straight with clients will likely receive this testimonial: "... I like that person—they're not like a social worker—more like a real person."

Dave Rudan

## COMING UP

November 12-14 **Bridging Rehabilitation and Work... Building From What We Have.** A conference sponsored by the Canadian Council on Rehabilitation and Work. Topics include: vocational assessment; vocational training; human rights; job placements; funding and granting; equitable wages; service sector industries; rural issues. Location: Toronto. More information: The Ontario Rehabilitation and Workshop Council, 32 Kern Road, Don Mills, Ont. M3B 1T1; (416) 445-0346.

## What's that again?

If the language of government sometimes leaves you scratching your head, this mini-glossary may help.

**Concur generally**—I haven't read the document and don't know what it's all about and don't want to be bound by anything I say.

**In conference**—I don't know where he is, out for coffee probably.

**Passed to a higher authority**—Pigeonholed in a more sumptuous office.

**Appropriate action**—Do you know what to do with it? We don't.

**Past practice**—Any one of 40 ways: take your choice.

**Have you any comments?**—Give me an idea of what it's all about.

**From Municipal Open Line, February 1986, published by the Union of Nova Scotia Municipalities. Thanks to Ministry of Municipal Affairs Background.**



# A healthy thing happened...

Reaching into their pockets and netting over \$21,000 in contributions, ministry employees made a healthy thing happen during this year's Federated Health Campaign.

Supporting nine health-related charities, ministry staffers once again rallied to the cause. Employees helped exceed the fundraising goal by more than \$6,000.

From April 1 to May 6, various campaign events were organized and co-ordinated by a hard-working group of ministry people. Among the

activities were the super kick-off raffle and draw, an Easter parade and hat contest, a relay race from Whitby to Queen's Park, month-long Olympic Trials and the Olympic finals held at the closing ceremonies.

Special thanks to all of the hard-working volunteer team captains, canvassers and the ministry team led by Polly Spearman, campaign co-ordinator; Bernice Wilkinson, deputy co-ordinator; Ian Reid, treasurer; and Prudence Whiddington, publicity adviser.

Jane E. Greer



## Federated Health Campaign



*Congratulations to Brenda Alderman (with all the little Aldermans) and Marilyn Morrison, joint winners of first prize in the hat competition at the April kick-off for the Ontario Government's Federated Health Campaign at Queen's Park. Both Brenda and Marilyn are with the ministry's Accounts Branch, in the payroll section.*

*Brenda designed and created the papier-mâché hat she wears, which depicts the home of the "old woman who lived in a shoe; she had so many children she didn't know what to do", according to the 18th-century nursery rhyme.*

*Today, of course, nobody need feel overwhelmed, since we all know that the Ministry of Community and Social Services is here to help.*

## First prize for Dialogue

Forum, the association of Ontario government communicators, honoured Dialogue with an Award of Excellence at its annual awards ceremony in late May. Dialogue was judged best internal magazine against competition from the other Ontario government ministries. The judges were communications specialists from private sector corporations.

Awards of Excellence were also presented to: writer John Doig, for best feature story, internal communications—a Dialogue profile of Don Obonsawin, former director

of Northern Region; and the brochures *A Guide for Home Day Care Providers and Programs and Services for Senior Citizens*, both produced by a Communications Group team led by Frank Fecteau. John Doig picked up a second Award of Excellence in the category of speeches (staff produced).

The MCSS 1982-83 and 1983-84 Annual Report received an Award of Merit. Honourable mentions went to the brochure *Highlights of the Child and Family Services Act* and to John Doig in the speechwriting category. ●

## Strategic Planning and Intergovernmental Relations

continued from page 11

ministry's funding comes from the federal government. "It is important to ensure that cost sharing arrangements with the federal government reflect provincial priorities as far as possible," Colin said.

The area of vocational rehabilitation also involves a great deal of work with the federal government. As a result, the provincial co-ordinator of vocational rehabilitation will now be part of this new branch.

Of course, intergovernmental relations means more than just negotiations with Ottawa. Colin pointed out that this new office will also have certain responsibilities for relations with other provinces and with Ontario municipalities.

That leads into the next area of responsibility for the new office, funding arrangements with municipalities. This section of the branch will be working with municipalities to determine ways of rationalizing the various funding formulae and will be providing support for the review of income maintenance.

The fourth activity of the new office is research and program evaluation, a section which will also be involved with administering lottery funding.

Another function of the Strategic Planning and Intergovernmental Relations branch is co-ordination of submissions to Cabinet. The ministry works with a number of Cabinet committees and, as Colin pointed out, there "has to be one window through which information and documents flow to and from the ministry". This section of the branch makes sure policy submissions get on the agendas of the various Cabinet committees. In addition, it co-ordinates the preparation of briefing notes for the minister and deputy minister.

The final responsibility of the new branch will be to co-ordinate certain aspects of native affairs, including cost sharing with the federal government.

The new branch is one of three that report directly to the deputy. The others are Communications Group under Bob Gregson and Andrea Walker's Legal Services Branch. Both have been left unchanged by the reorganization. ●



## Our services and resources

by Estella Cohen

The Affirmative Action Program has a wide variety of services and resources that are available to all ministry employees free of charge. Every so often, an overview or description is in order to ensure your awareness of each and encourage you to take advantage of these resources.

The program officers, Diana Rankin and Debra Tackaberry, will be glad to provide you with more information on:

- assistance to employees in writing professional résumés;
- advice on interviewing techniques;
- publication of a monthly news update to inform employees of affirmative action activities;
- ensuring that no discriminatory barriers exist to prevent women's career advancement;
- assistance to managers in developing affirmative action plans and initiatives;
- conducting the following workshops/seminars which are available free of charge to all ministry employees:

### Affirmative action presentation

This is a half-day seminar in which the Ontario government and MCSS affirmative action programs are discussed.

In particular, the affirmative action program officer will outline the history of the program and the myths associated with it, explain who benefits from the program and the direction which the program is taking.

Furthermore, she will explain how the program can help you.

### Career planning workshop

This is a one-day workshop for ministry employees who want to learn how to prepare for career advancement. This session will provide participants with the theory and skills necessary to identify roadblocks to career advancement and the strategy to overcome such obstacles.

### Introduction to microtechnology

This one-day workshop is presented under the auspices of the Affirmative Action Program to provide participants with a basic introduction to computer literacy. This workshop will: review the history and development of microtechnology; discuss computer fundamentals such as the components of the computer, hardware, software, languages and programming; and will explore the changing nature of the workforce.

### Communicating effectively

This one-day workshop is designed to increase participants' awareness of their communication style and to improve skills needed in communicating with others.

Material includes: the communication process; sending and receiving messages; barriers to communication; listening skills; and communicating in a group situation. Other areas may be covered depending on the expressed interests/needs of participants. In addition to the above, we also provide management/executive skills workshops through the services of outside consultants. In the past, these workshops have been extremely popular and successful. Watch your mailbox for advertisements.

## Making contact

As the majority of the ministry's female staff are located in the regions, Diana and Debra make regular visits to ensure that employees are kept informed as to the status and focus of the Affirmative Action Program. One of the most important links between the program and regions is the network of affirmative action contact persons established throughout the ministry.

These contacts act as liaisons between the program officers and the regions by informing the program officers about regional activities and concerns, providing valuable assistance in setting up the workshops conducted by the program officers, and in the planning of affirmative action activities such as regional conferences. By providing this type of assistance, the contacts have greatly helped Diana and Debra in ensuring program delivery.

The affirmative action contacts are usually appointed by their

managers. General speaking, the contacts in M.R. facilities are from staff development. Time spent on affirmative action activities is seen as part of the contacts' overall responsibilities. These responsibilities may be seen as developmental activities enabling the individual to refine and develop organizational and, in some cases, presentation skills.

If you have career aspirations in affirmative action, education/liaison, or the human resources area, by participating as an affirmative action contact you will gain valuable experience and knowledge that may be applied towards reaching these career goals.

If you would like to know more about the contact's function in your area, we suggest that you get in touch with the individual in that role. This opportunity may be rotated annually, so perhaps you could make your manager aware of your interest in assuming the role of contact person—or maybe you'd like to just help out.

## Executive skills seminar series

The Affirmative Action Program has planned an executive skills seminar series for the fall of '86. This series is designed for senior management level ministry women who want to further develop their planning, negotiation and communication skills. The presenter will be Ruth N. Markel, management consultant and president of R.N.M. Enterprises. Ms. Markel has had extensive experience with both government and business agencies.

The executive skills series will include a two-day workshop on negotiation skills, September 9-10; a one-day seminar on strategic planning, October 7; and a one-day workshop on presentation skills, December 2, 1986.

Ms. Markel's management skills workshops have proven to be both successful and popular. For more information, call either Diana Rankin or Debra Tackaberry at 963-1976.

**Note:** In the previous issue of *Dialogue*, Debra Tackaberry's byline was omitted. Debra should have been identified as the author of the article *A northern perspective*. Diana Rankin wrote the second article, on pay equity in the public service. ●



# Le projet D.A.R.E.

*Affronter la nature pour mieux s'intégrer dans la communauté* par Sylvain Leclerc

**D**epuis 1971 des jeunes contrevenants ont l'occasion de vivre une aventure en plein-air au lieu de se morfondre entre quatre murs. C'est le projet D.A.R.E. (développement par l'aventure, la responsabilité et l'éducation) organisé par le ministère des Services sociaux et communautaires qui leur offre cette opportunité.

Il consiste à donner aux jeunes une expérience de vie de groupe, de créer une situation d'interdépendance dans des conditions parfois difficiles comme des excursions en montagne ou en forêt. Les participants vivent en pleine nature pendant 75% de leur période de formation qui est d'une durée de trois mois. Le reste du temps est passé au camp de base à South River à se réapprovisionner et à s'équiper à nouveau pour l'expédition suivante.

Les adolescents qui sont âgés entre 12 et 17 ans doivent démontrés qu'ils sont motivés pour participer à D.A.R.E. Ils doivent aussi être en bonne santé car pour faire de l'escalade et du canoë, il faut être assez vigoureux et mettre beaucoup d'efforts physiques. Le directeur de D.A.R.E., M. André Clément précise que l'ambiance qui règne à South River ou en expédition dans le parc Algonquin, n'est pas semblable à celle d'un camp de vacances:

"Chaque journée est programmée dès le matin jusqu'au coucher du soleil. Il y a un partage des tâches et des travaux qui obligent les jeunes à vivre une dynamique de groupe. L'accent est mis avant tout sur la vie de groupe, car ces jeunes doivent souvent faire face à des problèmes d'intégration ou de communication."

André Clément définit le rôle des instructeurs comme étant d'assurer une direction thérapeutique pendant une excursion sportive. Ces instructeurs sont bien payés mais leur train de vie est assez éprouvant et c'est pour cette raison qu'ils ne restent avec l'organisation en général que pendant la durée d'un seul contrat, soit un an: "On ne requiert par vraiment de qualifications académiques de la part de l'instructeur mais il a en moyenne deux ans de formation universitaire que ce soit en récréologie, en travail social ou même en géographie. Il doit avant tout avoir une expérience valable de la vie en plein-air et connaître les premiers soins."

Leur tâche est très délicate; ils doivent confronter sur une base quotidienne les problèmes dont souffrent les jeunes, et ces problèmes sont très variés. Il peut s'agir des possibilités de communication très limitées de certains, de l'hyperactivité des

autres, ou encore d'individus quasi-asociaux ou en rébellion constante avec l'autorité. À cause de ces caractéristiques individuelles, des contraintes imposées par les déplacements en forêt et du stress qui survient avec la cohabitation, le moral des participants de D.A.R.E. est mis à l'épreuve. De temps à autre, la situation devient insupportable pour quelques uns, la tension monte et la bagarre éclate: "À un certain point, chacun d'entre eux en vient à se demander ce qu'il fait ici. Il y a des abandons mais la plupart des gars vont rester jusqu'à la fin."

Après trois mois de défis physiques et psychologiques, la cérémonie de graduation prend une dimension lourde de symbolisme pour les participants. Les parents sont invités à y assister et à partager la fierté de leur enfant d'avoir accompli une épreuve pour son caractère aussi bien que pour ses muscles.

Actuellement M. Clément étudie la possibilité de mettre sur pied un programme en français. Il doit d'abord mesurer la demande à travers la province car l'an dernier seulement cinq adolescents francophones étaient inscrits et même si quelques instructeurs parlent français, les bénéficiaires devaient suivre la plupart des événements en anglais. ●

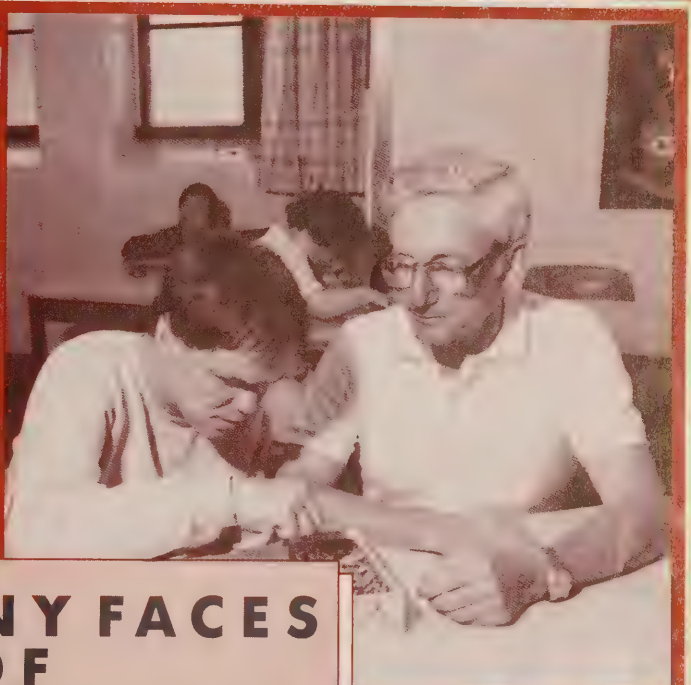
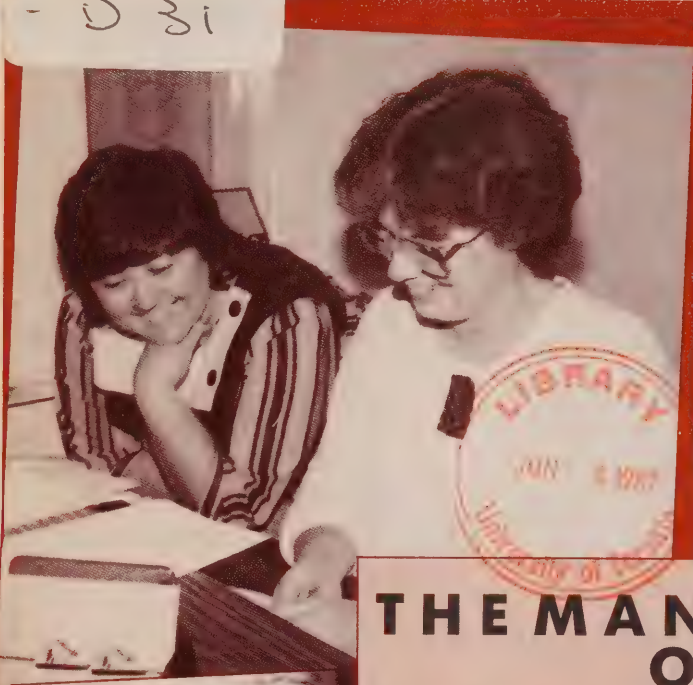


*Les participants doivent fournir des efforts physiques constants et parfois assez éprouvants.*

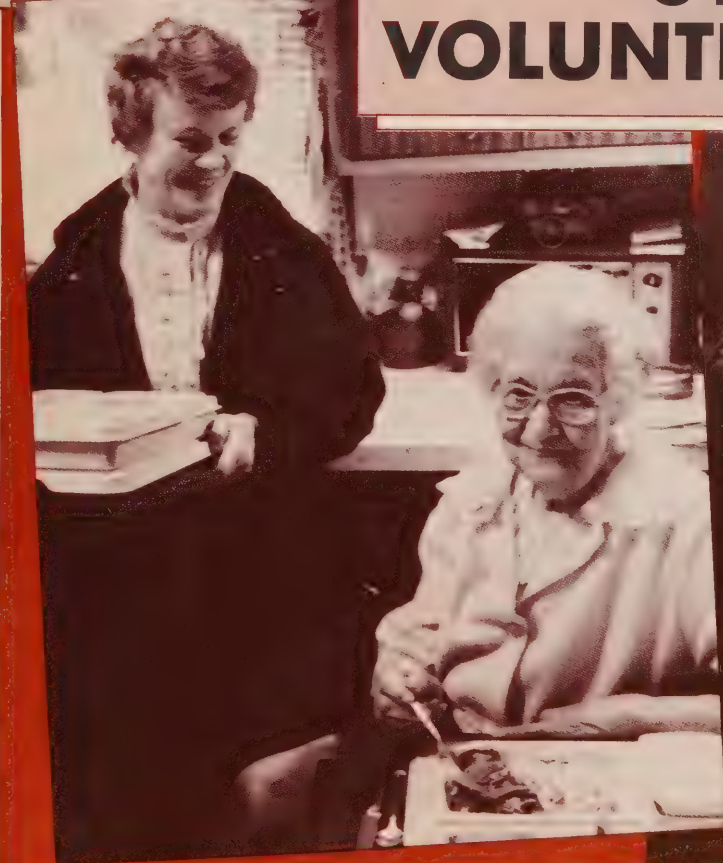


# dialogue

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## THE MANY FACES OF VOLUNTEERISM







# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications Group of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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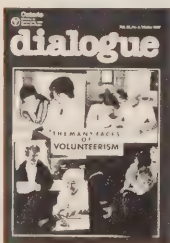
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COVER: Clockwise from upper left: Lillian Dancey, left, volunteer board of directors president for Oshawa's Auberge shelter, with the Auberge secretary/bookkeeper Sandra McCormack (see p. 3); Ian Ramsay, right, helps out at Northwestern Regional Centre, Thunder Bay (p. 4); Janet Martin lends a sympathetic ear to a young offender at Syl Apps Centre, Oakville (p. 14); Sandra Grant of Lindsay delivers a meal on wheels to Ruth Chidley (p. 6). Upper left photo by Sharon Young; all others by Mario Scattoloni.



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## We've learned some valuable lessons



**I**t's 1987. Just 20 years ago, we celebrated Canada's centennial year, confidently anticipating that the prosperity of the '60s would carry us through the rest of the century.

If we are economically wiser than we were in 1967, perhaps we have also learned some valuable lessons over the years, among them compassion and caring for our less-fortunate citizens. We now know that there is no true prosperity for a nation or a province while numbers of its people live in poverty, lack independence and freedom, or fear for the future of their children.

At this time last year, I had held the position of Minister of Community and Social Services for a very short time and we were only beginning to assess the complexity and scope of

work to be done. At the same time, I was encouraged by the wealth of knowledge and expertise possessed by ministry personnel and the many resources available to us.

This year, streamlined and reorganized, we can review with pride the progress made and look forward with energy and resolve to fresh challenges.

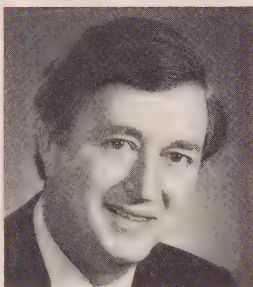
I'm proud that my ministry has launched a public review of social assistance that was long overdue. I'm pleased with our new initiatives to reduce family violence, our policy to provide easier access to adoption information, our shelter subsidies, northern initiatives and much more. We have made a good beginning. We still have a long way to go.

I invite all of you to continue the teamwork that made MCSS so effective through 1986.

I wish you, every one, a happy, productive and fulfilling new year.

The Honourable John R. Sweeney  
Minister  
Community and Social Services

## A clear-eyed look to the future



**I**welcome this opportunity to say thank you to all of you who have worked so diligently for our ministry during the past year.

We have come through a period of intensive planning, hard work and reorganization, and we have reason to look back with pride on what has been accomplished through teamwork, consultation and co-operation.

At the same time, a clear-eyed look to the future is imperative, for much remains to be done as we move toward our goal — a productive and pro-active ministry.

I believe we are well prepared to face whatever challenges are in store for us. Over the past months much work has been done on the ministry's

Human Resources Plan to create a new and exciting work environment. 1987 will see the beginning of the implementation of the plan. It should provide opportunity for all of us to work closely and more effectively together.

Moreover, we are finalizing details of marketing/communications strategies which will support ministry emphasis on the positive. As these plans evolve across the province, we hope that members of the public will come to recognize and appreciate the value of our client-centred programs and services.

Together, we shall continue to serve our clients, striving to improve upon the past and move toward an ever brighter future.

I wish for all of us, a satisfying and successful 1987.

Peter Barnes  
Deputy Minister  
Community and Social Services



# Wearing two hats

by Robert A. Miller



*Lillian Dancey at Oshawa's Auberge shelter, where she is the volunteer president of the board of directors. Workdays, she's a secretary in the MCSS Ajax probation office.*

**"I** used to stay in the background, thinking I was terrible at things like public speaking," says Lillian Dancey. Now, the cheerful, yet no-nonsense Oshawa woman is accustomed to a place in the public eye. "I've found that the speaking engagements, picture taking, and TV shows have helped me to be comfortable in public. It's helped my self-esteem, and I feel I've contributed something to a need that's evident."

Her public appearances have nothing to do with showbiz, but everything to do with raising funds and public awareness for Auberge, an Oshawa shelter for women and children. After a full day's work as a secretary in the ministry's Ajax probation office, Lillian dons her other hat as president of the Auberge volunteer board of directors, speaking to community groups and funding agencies and going on local television, all to improve the lot of women and children who seek refuge from a violent family situation.

"I'm not one to sit back," she says. "When I see a need, I contact people I know to start up a committee and do something about it."

It was this take-charge attitude that got Lillian involved in the establishment of Auberge, a facility that she says was "sorely needed."

"A number of us working for differ-

ent agencies saw the same constant problem," Lillian recalls. "A lot of women coming from family violence situations would be put up in a small shelter (Higgins House) at the Y, or in different hotels — there was no consistency."

Clearly, something needed to be done. She joined a group of 30 concerned people (29 women, one man), who had joined forces to solve the problem. Together, in the summer of 1980, they began the long process of research, planning and raising funds, which culminated in August 1984 with the opening of the first "Auberge" (French for "inn").

It was an older home, with space for 10 beds. "We knew it was small, and that we were going to need more room," Lillian says. A 15-member board of directors was formed; Lillian soon became president. After raising funds from the public, several levels of government and other sources, the board acquired a larger three-storey brick home built in the late 1800s. After interior renovations, it opened last May.

"Based on studies, we thought women would come back at least five times, and stay six weeks — it's holding true. We're running into a problem — women aren't laying charges, they're returning over and over. What do you do?"

Yet, she continues, "The shelter gets them out of a violent situation, and gives them time to think about the future. We can give them as much counselling and support as we can. It tells them they're not the only one going through this. They're protected, the children are safe."

Sadly, the new, larger Auberge has been full since the day it opened.

Lillian is quick to acknowledge the teamwork of many volunteers and dedicated staff who have contributed to the shelter. "And I certainly have to thank my family for their support," she says. "My husband Ron, who is welfare administrator for Durham Region, contributed many ideas, especially on how to get funding."

Lillian's volunteer activities started early in her 20-year civil service career, when she worked at the Bowmanville Training School. "I had an hour and a half for lunch, so I played pool with the kids there, then I took one of them home for Christmas." She volunteered at a drop-in centre for Oshawa youth, and answered phones

at the Durham Distress Centre for 10 years.

This experience with young people has no doubt paid off in her current job at the MCSS Ajax probation office.

"The kids know where they stand with me," she says, meaning the young offenders, aged 12 to 16, who come by to report to their probation officer. "That's important. I'm up front with them — they know they can't smoke, there's no dirty boots allowed."

"Because it's a small office, I have a variety of input. A probation officer may be out on home visits, so if kids are coming in to do informal reports, I'll be here to handle it."

Lillian's term as Auberge president expires in May. But she has no plans to "retire." She's looking at another social service "where we in Durham Region are lacking — but I don't want to publicize it yet." She can't help responding to another need.

"I'm not one to sit back." ●

---

*Robert A. Miller is the editor of Dialogue.*

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## New parliamentary assistant



*Joseph Cordiano, MCSS parliamentary assistant.*

**J**oseph Cordiano, MPP for Downsview, has been named parliamentary assistant to MCSS Minister John Sweeney. Previously, he had been parliamentary assistant to the Minister of Skills Development and Colleges and Universities.

Mr. Cordiano, 29, assumed his new position with MCSS in mid-January. He is also vice-chairman of the Select Committee on Economic Affairs, and has been involved in the Special Committee of Parliamentary Assistants looking into small business in Ontario. ●



# Christine Morden, volunteer co-ordinator

*How Northwestern Regional Centre gets its 50 volunteers ready for whatever may come their way.*

by Elizabeth Marsh

“**L**et go of my arm.” Brian’s tone commands obedience. The volunteer trainee, role-playing a disturbed attacker, promptly lets go and then giggles, realizing she has been tricked.

Brian smiles too. “That’s your first line of defence,” he tells the group. “First you *ask*, and if that gets the right response, there’s no more problem.”

Brian Smith is staff training officer at the Northwestern Regional Centre (NRC) for the developmentally handicapped in Thunder Bay. He has been invited by volunteer co-ordinator Chris Morden to instruct a group of volunteers about coping with disturbed behaviour.

They’ve already discussed reasons why a Centre resident might be feeling upset or belligerent. Now Brian demonstrates ways to break an attacker’s hold, how to pivot, and to duck under restraining arms. The volunteers joke as they pair off and try the exercise but they hear Brian’s words: “You may never have to use these moves, but if you do need them, you’d better know them.”

Planning monthly training for new volunteers is only one small part of Chris Morden’s job, which includes public relations for the Centre as well as some public speaking.

She has a roster of about 50 volunteers, 30 of them coming in regularly once or twice a week for two to three hours. Others who don’t have time for regular shifts, staff special events such as the Christmas dance, carnival days or the regional games of the special Olympics. Last June, volunteers helped train the athletes and organize the games.

Two or three volunteers do speaking engagements and show the film *A Brighter Tomorrow* for public education.

Like most co-ordinators, Chris relies on “freebies” to recruit volunteers. She uses public service announcements on cable TV, radio and in the newspapers and counts on her student-volunteers to spread the word that working at NRC can be fun.

It helps too, that local high schools



*Chris Morden, volunteer co-ordinator at Northwestern Regional Centre, Thunder Bay.*

Photos by Mario Scattolon



allow students to earn credits in certain courses through doing volunteer work.

Chris interviews all would-be volunteers and has them fill out application forms. They are asked to provide references; and if they're under 18, they must have consent from a parent or guardian.

The new volunteers tour the building, learn about policies and procedures and complete a confidentiality form. Later, the supervisor of the area where they'll be placed gives specific training for the job. This might be stimulating a withdrawn resident to use language, helping a young person learn Bliss symbols or coaching a volleyball game.

Very often a volunteer develops a friendly relationship with a resident and becomes his or her "leisure buddy." As the name implies, a

buddy is someone to spend leisure time with, to accompany to a movie or a ballgame and in general, to be a friend. This special contact is very important to a resident who may not have family or friends in the area.

The volunteer becomes a role model and teaches his buddy such basics as how to get on a bus or use a pay phone. NRC pays any out-of-pocket expenses for outings.

Since the ultimate goal of NRC is to move residents out to live independently in the community, the leisure buddy program is welcome and encouraged.

Chris makes arrangements for us to interview one of her young volunteers, Steve Siciliano, who's over six feet tall. Though he's just 15 years old, Steve already has a well-developed social conscience to match his physical frame. We found him in

Thunder Bay's Chippewa Park, dishing up hamburgers and potato salad at a summer picnic for NRC residents, obviously enjoying his role.

"Besides," Steve notes, "if you work as a volunteer, you have a better chance of getting a regular summer job with NRC."

But he's quick to add: "I'd probably be a volunteer anyway, they treat volunteers really good."

Steve particularly enjoys helping with the weekly Fun Nights when NRC residents, staff and volunteers get together for music, bingo, games or movies. "Everyone likes music with a beat," he tells us.

Ian Ramsay, an adult volunteer, began with the Centre more than three years ago and continues to come in almost every day. Father of two boys, he is also president of the Canadian Stroke Recovery Association, Thunder Bay chapter.

Ian usually presides over a roomful of residents working at wooden puzzles or fitting coloured pegs into pegboards. He moves quietly about, stopping for an encouraging word here, lending a hand with a puzzle there. "I believe everyone should put something back into their community," says Ian. "This is my way of doing that."

Chris makes sure that her volunteers receive thank-you notes and birthday cards in appreciation of their services. They have the opportunity to learn first aid and CPR (mandatory for paid staff) and they're encouraged to attend professional development conferences sponsored by the city's Volunteer Action Centre.

Chris also arranges ongoing volunteer training such as the "disturbed behaviour" session with Brian Smith, encouraging volunteers to help in the planning. Somehow, she squeezes all this activity into 36¼ hours a week and finds time for a husband and baby son as well.

Meanwhile, back in the volunteer training session, Brian is still under attack.

"Let go of my arm," he orders.

The volunteer grins and tightens her hold. She's learning. All of them are.

There will be refresher courses later and even though they may never need to defend themselves, the volunteers will know what to do just in case.

As Steve Siciliano put it: "They treat volunteers really good here." ●

*Elizabeth Marsh is a writer in the MCSS Communications Group.*



*Teenaged volunteer Steve Siciliano, right, helps out at a picnic last summer for NRC residents.*



*Brian Smith, NRC's staff training officer, shows volunteers how to deal with the possibility of disturbed behaviour on the part of the Centre's residents.*



# “Neither rain nor sleet nor snow...”

## ...keep rural volunteer drivers from their appointed rounds.

by David Stacey

The sun hasn't completely risen over the Scugog River in Lindsay, but Henry Holder is ready for his day. It will be long — the two-hour drive into Toronto, the tedious dialysis treatment, and finally the return trip home.

Looking out the window, he sees his volunteer driver, Jack Staples, pull up. Jack is one of 24 volunteer drivers in Victoria County, and one of hundreds around the province.

Henry and others who have no way of getting around on their own, are secure in knowing that volunteer drivers like Jack are available for anything from in-town shopping to out-of-town medical appointments.

Henry has to go to Toronto for dialysis twice a week. “There's no economical way we could pay the transportation bills,” says his sister, Hazel Quibell of Lindsay. “I don't know what we'd do without Victoria County Community Care (which co-ordinates the drivers). I hate to even think about it.”

Lack of public transportation in rural areas is a major problem. A 1985 needs study for Victoria County showed that transportation was the number one priority for service delivery for elderly and handicapped people — they simply need to get to the centre of service provision, which in this case is usually Lindsay. They don't want to move away from the homes where they've spent most of their lives.

“Home support organizations like ourselves want to augment these people's independence and help them continue to live in their homes,” says Valmay Barkey, executive director of Victoria County Community Care, based in Lindsay. “Our thrust is to delay institutionalization or relocation for our clients.”

As well as offering the services of volunteer drivers to take people to appointments or other places, some programs, such as Meals on Wheels, take the service to the client.

“If they have no way of getting around, the elderly in rural Ontario can become very isolated,” says Laura Whitehead, co-ordinator of volunteer driving in Victoria County.

How do you get involved in community activities if you have no way of getting there? For the nearly

10 per cent of recently-polled Huron County residents who say they have transportation problems, the answer is “I don't know.”

“I would guess that here in Northern Ontario that percentage would be even higher,” says Joanna Miller, director of the Volunteer



Lindsay volunteer driver Bernice Beavis, left, picks up Kathy Marcotte for a medical appointment.

Photos by Mario Scattoloni



Bureau in Sault Ste. Marie. "Some of our residents have to make a round trip of 300 miles just to get to a doctor's appointment." They are very grateful to their volunteer drivers and speak highly of them.

The feeling seems to be mutual. Seventy-two-year-old Juel Robinson, a volunteer driver from Sharbot Lake, north of Kingston, calls her passengers "wonderful." "They're all friendly people. I'm grateful for the experience. I love it. I really do."

Explaining why she wanted to become a volunteer driver she says "I wanted to get into some field where I could help people. Life has been good to me. I didn't want any serious responsibility — just to drive people around. Take them to the hospital, the court, shopping at Christmas time."

Lindsay volunteer driver Jack Staples explains, "I've been retired for the past 11 years and now I have time to volunteer. I find it worthwhile and useful."

Juel and Jack are typical volunteer drivers, considering their ages and motives for becoming volunteers. Most drivers fall into the "young senior" category, people who have extra time and want to help the

community.

Joanna Miller vouches for that community feeling in her Algoma-Sault Ste. Marie district. "It's a good community up here," says Miller. "Even in this enormous area we still see ourselves as neighbours and that's neat."

Miller is right when she speaks of an enormous area. Algoma District swallows up more than five million square kilometres of hills, rivers and lakes and contains only 130,000 people. Victoria County stretches over 300,000 square kilometres and has 47,000 residents. In contrast, Metro Toronto takes in just 63,000 square kilometres and accommodates more than three million people.

Because of the size of these rural areas and their relatively small populations, it's crucial to have effective co-ordination.

"We're trying to get more co-ordination between those organizations in our area (Victoria County) that presently only provide transportation to their members," says Laura Whitehead. "We're also finding contact people to recruit more volunteers."

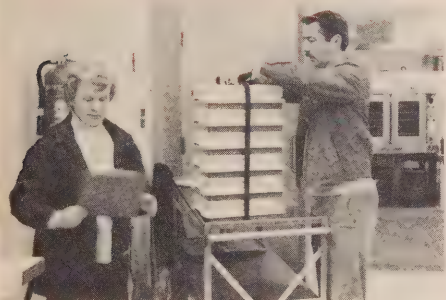
For Miller, co-ordinating volunteer driving in the much larger Algoma

District, the job becomes a little more difficult. "We've divided the district into three circles, each circle having its own physical centre or hub. We anticipate that each of these centres will have a computer." The computer will link up the three centres with the main centre in Sault Ste. Marie. "The physical human network has been established and at the same time we're pursuing the technical — but the system can work without a computer. The technology is just there to make it easy for us." The end result will be improved information and transportation services for Algoma residents.

And how has the response been from the locals? "Good," says Miller. "We've worked with community leaders and our MPP is very excited about the whole project."

Laura Whitehead is getting the same firm reply from her own Victoria County residents. "Our driving service has only existed for the last year and a half, but everybody wants to see it expand. So far the response has been very positive." ●

*David Stacey worked in the MCSS Communications Group this past summer.*



*Roy and Sandra Grant of Lindsay pick up Meals on Wheels in the kitchen at Victoria Manor Home for the Aged.*



*Laura Yearsley, 90, of Little Britain (near Lindsay), who has just received a visit from Meals on Wheels volunteers.*



*John Carrins, a resident of Victoria Manor, Lindsay, volunteers his time in the Manor's garage and workshop.*



# A different kind of Caribbean vacation

*Former administrator of Muskoka Centre Walter Wojcik tells how he spent his spring 1986 holiday — in a Dominican Republic health clinic.*

by Walter M. Wojcik



*Author Walter Wojcik last spring in the Dominican Republic, where he worked as a volunteer in a health clinic. He plans to return to the clinic in April.*

I reached a stage in my personal and professional life where I wanted to take a personal inventory of my life to date. I said to myself that I had lived four decades and time was quickly moving on. I developed a gut feeling to seek in a sincere and meaningful way, the true meaning of love for thy neighbour, as without it, life is meaningless.

With a background in nursing, and as administrator for the past 13 years of Muskoka Centre (near Gravenhurst), a 250-bed facility for the developmentally handicapped, I decided that I wanted to touch the poor and destitute of the Third World and to learn from them what life is really all about, and to share this experience with others.

In essence, when I die I want to say to my maker and to myself that I have truly experienced love of thy neighbour and I have done everything humanly possible in my life to nurture it. I want to die in peace with my maker and myself.

As a member of the Gravenhurst Rotary Club, I listened with interest

to a number of Rotarians who have visited and worked in Third World countries. This motivated me to call Sister June Scully of the Sisters of the Immaculate Conception. She in turn contacted Sister Jane Wahleithner of the Religious Hospitaliers of St. Joseph in San José de Ocoa, in the Dominican Republic. As you can well imagine, communication with any Third World country is an arduous task at best and the Dominican Republic is no exception. I anxiously booked my flight from Toronto to Santo Domingo last February with very little information as to what I was getting myself into except that one of the Sisters would be waiting for me with a placard saying "Ocoa" or "San José de Ocoa."

In late April 1986 I arrived in Santo Domingo. It seemed forever waiting for my luggage to arrive on the conveyor and then suddenly the lights went out. I thought to myself, "What am I doing here? I want to go home."

I courageously proceeded through customs with my two hockey bags

bulging with medical and surgical supplies. Then I saw the sign "Ocoa" held high by Sister Cecille Smith. I knew I was in safe hands.

We started the long journey to the mountains and I began to relax. The road turned north and we began our sharp climb toward San José de Ocoa. We had to drive slowly as it was raining quite heavily, and to prevent hitting cattle and donkeys meandering across the road.

At the final bend we saw the twinkling lights of a small town nestled in the valley far away. Two weeks later I left on that same road to return to Canada, a very different person.

Imagine a small town beside a river, surrounded by beautiful mountains, with a tropical climate. There are oranges and bananas growing — no snow or ice to contend with, no heating bills or winter clothing to buy, no property taxes. Add to this warm beautiful people and one thinks, "What an ideal place to live." This is the impression of vacationers who go to a resort and stay in a North American-style hotel. I was more fortunate; I had been invited by the Sisters of St. Joseph's to work in their hospital and clinics. This gave me an opportunity to live and share my life with people of the mountains.

Religious Hospitalarias de San José de Ocoa has 67 beds and serves a population of 80,000 from Ocoa and the surrounding area. The equipment is antiquated and obsolete. Sister Theresa Mann, the administrator at the hospital, has the unenviable task of balancing the budget with a small stipend from the government totalling 10,000 pesos per month, which is equivalent to \$4,200 Canadian. She is expected to buy medicines, bandages, food and other supplies. The end result is that patients must do without proper medicines and food which they so desperately require. They will die if they do not get them.

Many people walk or ride by donkey to the hospital on journeys of several hours, hoping to see a doctor and get help for their many problems. Malnutrition, tuberculosis, leprosy and internal parasites are seen all too regularly. Tooth decay is quite obvious and sad to see, especially among the young children.

My first impression of the hospital was seeing hundreds of men, women and children arriving at 7 a.m. at the entrance to the emergency ward, hoping to see a doctor and nurse. Many of them were too poor to buy medication. It was sad to give them a



prescription; they took it but they never told you they couldn't afford it. It was a frightening experience to know that they would be coming back to the hospital with the same condition.

Adjacent to the small and dilapidated emergency ward was the dehydration room, where several babies could be seen crying pitifully as they received intravenous therapy for dehydration. Their mothers are too malnourished to provide sufficient milk, and too poor to buy milk for bottle feeding. Sadly, the mothers must then resort to boiling brown sugar and water as a substitute for milk.

I assisted in the delivery of many babies in the delivery room and scrubbed for numerous Cæsarian sections in the operating room. Even though the doctors and nurses had to work with very few medical and surgical supplies, the number of post-operative infections was next to nil and I can only attribute this to their conscientious and proper aseptic techniques.

I worked in a clinic in Sabana Largo, about 15 kilometres from the hospital. On the morning of my arrival, 20 patients were seated, ready to be seen by the doctor and myself. Many of them were mothers who brought their babies with such conditions as dehydration, diarrhea and respiratory infections. There were also a large number of expectant mothers who had come for their regular prenatal checkups.

A little girl came to the clinic shortly before noon to seek medical care for her mother who was too ill to come to the clinic. Upon visiting her, we observed that she was gasping frantically for air. Her blood pressure was extremely high, her pulse rapid and weak. She had congestive heart failure but we had to leave her to die as we had no medicines to give her to alleviate her condition.

This clinic caters to people who pay a price for poverty measured in illness, disease and premature death. I thought out loud again, "If you are rich there is no better place to get medical care, except in Canada, but if you are poor it's a different story. If the sisters of St. Joseph weren't here there wouldn't be any medical services at all." Because there are very few medical and surgical supplies available, priorities are set to those who receive them. It is comforting to know that at least some attempt is made to provide them for the children, for they are our future generations.

Sister Mary Joseph is an incredible lady who is responsible for the woodwork school for men and boys, and sewing classes for girls and young women. She buys all the supplies for the numerous sewing groups in the mountains. She also runs a small shop in town where products of the school are sold to raise money to buy future supplies. She operates a school for little boys and girls who would otherwise roam the streets. She is a compassionate person who would give the shirt off her back so the children would not have to do without.



In the absence of Sister Ruth, Sister Mary Joseph is in charge of a 26-bed nursing home consisting of a ward of 13 males and a ward of 13 females. I was amazed to see the dedicated and genuine interest of the staff caring for their patients, even though the home lacked sufficient essential supplies such as bedsheets and pillowcases. Compassion for fellow human beings was ever present.

I assisted Scarborough Fathers Louis Quinn and Gary MacDonald with the mass on several occasions. I was touched when a mother of a family where mass was said offered me a bowl of warm milk. I tasted it, as I didn't want to offend her, but I had grave reservations about drinking it, knowing that she had three small children to feed and this was all she had to offer.

The final blow to my Canadian conscience hit hard when Father Louis suddenly stopped upon our descent from the top of the mountains, where he had taken me to show me positive signs. Roads had been built to connect schools, clinics,

and villages; groups of people worked together to build homes; trees were being planted on mountains, which until recently had been stripped of the original mahogany trees.

My mind changed from hope to despair as Father Louis and I introduced ourselves to a husband and wife with their four small children, three of whom were mixing donkey excreta with water and then plastering it onto their 8 by 8 foot stick house. The fourth child, a six-month-old baby, slept inside this so-called house on the cold damp dirt floor with three small pots in the corner for cooking. Some dried beans were found on the ground outside this home, ready to be boiled for supper. That was all. I felt so sick I couldn't press the shutter button on my camera. I just couldn't do it. That was the last straw; I couldn't believe it. We don't care as a society about the poor, and until we care, we won't develop a system that will allow them to get proper housing, food and medical care.

My experience working with the poor in the Third World has provided me with an enriched feeling of hope. Hope is the only treasured virtue that the poor can cling to, for without it, life would be meaningless.

Until my return with my wife and daughter this spring, I am helping to obtain several much-needed pieces of equipment for the Sisters of St. Joseph's: a squint eye tray so that children and adults suffering from blindness may be able to see again; a simple adaptor for the operating room's anesthetic machine so that anesthesia can be done on infants and young children; vaporizers for infants and young children, as many of them have respiratory infections and this would greatly assist in their breathing more comfortably; and medical and surgical supplies on a regular basis.

Anyone who is interested in knowing more about how they can help children and adults in Third World countries such as the Dominican Republic, please call me at the MCSS Barrie Area Office, telephone: (705) 737-1311 or at home: (705) 835-2748. ●

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*Since spring 1986, Walter Wojcik has been a special services adviser in the MCSS Barrie Area Office. For 13 years before that, he was the administrator of Muskoka Centre, an MCSS-operated facility for the developmentally handicapped, near Gravenhurst.*



# Seniors helping seniors

*"I've lost my pension cheque. Please, can you help me?"*

by Nancy Cathers

**"S**enior citizens should not retire. Retirement is a dirty word as far as I'm concerned. It means 'to withdraw,'" says Phylis Attwell, "and that is exactly what they should not do."

Phylis, herself a senior citizen for more than 10 years, strongly advocates involvement of seniors in society. That is why in 1980, when the opportunity arose, she jumped in with both feet to help the Ministry of Community and Social Services (MCSS) organize the Seniors' Information Service of Metro Toronto.

Program co-ordinator Patty Letourneau is impressed with the efficiency of the service. "As far as I know we are the only service of this kind in Metro," she says. "All of our volunteers are seniors — well-trained information providers who handle upwards of 90 calls per day."

Volunteer Mae Dawes has been with the service for five years. She finds the work thoroughly enjoyable.

"We get a lot of interesting calls. Many are the same; sometimes they just want a listening ear. Because we're seniors too, we can empathize. Often we are just calming people down, offering assurance that it will all work out."

Patty agrees that seniors relate better to the callers than do younger staff members.

"Coming from a younger person, like me, the information can sound very patronizing even though I don't mean it that way," she says.

The service, which provides both information for seniors and their families, as well as meaningful volunteer work for seniors, has been operating smoothly for six years. With carefully planned promotion, volunteers were able to avoid receiving too many calls before they were prepared to handle them. They are now answering more than 16,000 calls annually.

Phylis Attwell interviews all of the applicants personally. She looks for individuals who are "well-spoken, don't readily get into a flap, and who get along well with other people." Most importantly, all volunteers must be a minimum of 55 years of age.

Once accepted into the program,

volunteers are required to sign a one-year contract. The office is open Monday to Friday from 9 a.m. to 4 p.m. with teams of two or three volunteers working one half-day shift per week. Patty Letourneau notes that, "We find that working only one or two half-days per week helps keep the volunteers fresh; it helps avoid burnout from overwork."

From the start the seniors have had a lot of input into the planning and set-up of the service.

"We feel their input is important," says Patty. "We still have bi-monthly meetings to discuss any changes they feel are necessary."

Volunteers are required to attend an initial training program to familiarize themselves with the information referral process. This course covers such necessities as effective use of the oft-referred-to Directory of Community Services, as well as development of good listening skills.

"We ask a lot from our volunteers," says Phylis, now a consultant for the service. "This is a very stressful job." Seniors call in with a wide range of inquiries from wondering who delivers groceries to seniors, to what to do if they've lost their pension cheque. Some call just to hear a friendly voice on the other end of the phone. No matter what they want to know, the volunteers help them find it.

The service's extensive resource material includes listings of "Home Support Services," "Levels of Care for Older People," and many others.

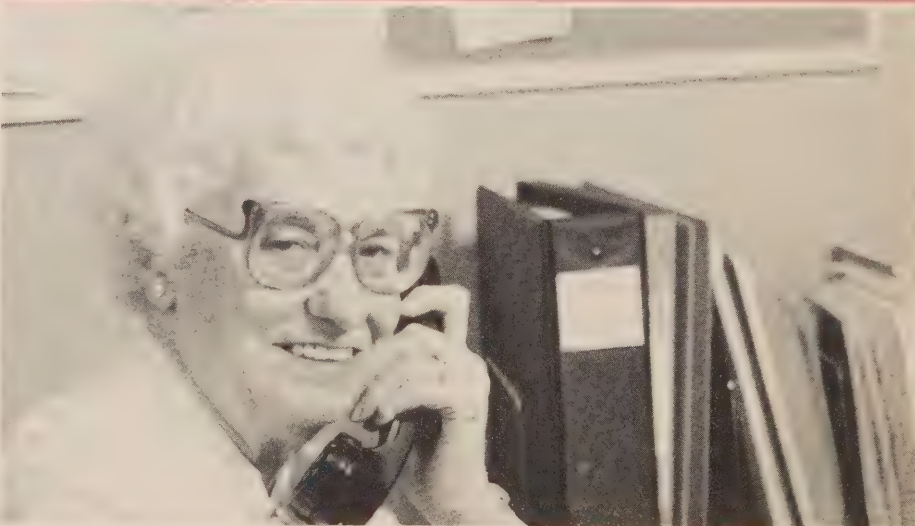
The most common inquiries are financially related. In the fall many seniors call in to ask about the Seniors' Tax Grant, wondering when they will receive it.

All the information at the centre is completely updated monthly, and weekly changes are made to keep up with new telephone numbers and address changes.

About a year ago, the service moved its office from the ninth floor to the main floor of the MCSS Toronto Area Office. The new location is more appropriate in several respects. Phylis says she feels much more secure on the main floor.

"On the ninth floor I was always worried there would be a fire. How would we get our volunteers out of the building when they close down the elevators?" she asks. The new location is also more conducive to drop-in visitors whom the volunteers hope to see more of.

Volunteers are reimbursed for expenses of up to \$60 per month, for meals, transportation, parking, workshop or conference attendance. The staff feel it is important that the volunteers receive such recognition for their work. Refreshments such as coffee, tea, juice and cookies are also



*For five years, Seniors' Information Service volunteer Mae Dawes has answered seniors' inquiries, such as what to do if they've lost a pension cheque, or when they will receive the Seniors' Tax Grant.*

David Lee



## VOLUNTEERS

# And the winners are...

provided for the volunteers during their shifts. There are two annual luncheons, in June and December, when each volunteer receives a small gift in appreciation for his or her efforts. Additional awards are presented to exceptional volunteers and staff members.

Emma Johnson, a retired medical secretary, loves helping people and this is evident in her eagerness to assist trainee Georgia Kidd in finding the right information.

Georgia used to work for an insurance brokerage, and says she feels "right at home on the phone. I live in a seniors' building where I used to help out in the library, but it was very petty. A friend of mine pointed out an ad in a government paper asking for volunteers for the Seniors' Information Service so I figured I would give it a try."

Volunteers must document each caller or visitor on a "contact sheet" to keep records up to date. Recorded information includes: whether the caller is a senior, family member, or friend; the nature of the call, e.g., health, financial; and the recommendations of the volunteers.

Sometimes the callers get to know certain volunteers and will ask for them in particular. Bridget Burt, a government retiree who joined the volunteer service because "I missed the prestige of the office," talks fondly of the callers and says with a grin, "Sometimes I get calls at home, you know."

The volunteers' job is not all rosy. Some callers are extremely upset, some are confused and angry after having been given the runaround. The key to it all is patience.

Reg Ash has been a volunteer for more than three years. He likes the work but admits, "Sometimes, if there aren't many calls, it's very boring." Not that this happens very often. Plans are in the works to install another phone line to handle all the calls.

"We've changed a lot of people's minds since we started," says Phylis. "They now know that seniors are not useless, unreliable or sick all the time."

And if Phylis and the rest of the staff and volunteers at the Seniors' Information Service have anything to say about it, they are not retired either. ●

*Nancy Cathers is a graduate of the journalism program at Georgian College, Barrie, who worked on a placement in the MCSS Communications Group last year.*

**A**s part of Volunteer Week in April, MCSS Minister John Sweeney will present the first annual MCSS awards to outstanding Ontario volunteers.

There will be three categories of awards. The Minister of Community and Social Services' Volunteer of the Year Award will be given to an individual who has made an exceptional contribution to an Ontario social services program.

MCSS Staff Community Involvement Awards will be given to up to 10 MCSS employees in each of the four ministry regions, and two per head office division, in two categories, service development and direct service delivery. For this award, volunteer service need not be restricted to the area of social services.

The third category, Community Service Awards, will be given to up to 10 volunteers in each of the four MCSS regions, for their contribution to ministry-funded social service programs. MCSS employees are not eligible for this category, or for the Volunteer of the Year Award.

In early December, brochures and

application forms were distributed to ministry offices, Schedule 1 facilities, detention homes and training schools, as well as transfer payment agencies, volunteer bureaux and centres, community information centres and offices of provincial organizations. The application deadline was set at January 30.

Over the next few weeks, the Ontario Association of Volunteer Bureaux and Centres (OAVBC) will be looking over the applications. They have been contracted by MCSS to evaluate applications and select winners. ●



**Senior volunteer awards** — Eight northwestern Ontario seniors received Community Service Awards at the Senior Volunteers in Service (SVIS) training and recognition conference held in Thunder Bay this past fall. Left to right, (standing) with Celia Denov, area manager, Thunder Bay; are Mabel Laverdure, Rainy River; Margaret Holly, Ignace; Dave McMaster, Ear Falls; Dennis Lesperance, MacDiarmid; Ginger Bell, Geraldton; and Karen Williams, SVIS co-ordinator, who works in the MCSS Keewatin office. (Sitting): Elizabeth Jordan, Sioux Narrows; Denise Andersen, Wabigoon; Elsie Widdifield, Vermillion Bay.

Alex Honeyford



# Lal gets down to business

*Bringing financial experience to work in fundraising for worthy causes.*

by Robert A. Miller

**"N**o matter what people say, the civil servants of this province are very generous when it comes to fundraising," says Lal Sharma, a research purchasing officer in the ministry's Queen's Park head office.

Lal should know, for his volunteer "career" in fundraising rivals his former career in business, and his civil service career in the MCSS purchasing section, where he's worked since 1980.

Hanging on the wall of Lal's Hepburn Block office is the evidence of his pursuits as a dedicated volunteer — a congratulatory plaque for helping to raise \$150,000 in a single night for the United Way.

Awarded by the United Way of America, it honours Lal's efforts in helping to bring the renowned singer Lata Mangeshkar from India to sing at Toronto's Maple Leaf Gardens in June 1985. The concert was a resounding success — 11,500 patrons, a gross of \$350,000, and a net profit of \$150,000 for the United Way.

The star of the event, Lata Mangeshkar, has made more records than anyone else in the world, Lal reports; she's in the Guinness Book of World Records. "She was persuaded to come by the large number of South Asians here, and was also very impressed by the United Way organization, and its efforts to fund various needy agencies," Lal says.

"I'm thoroughly convinced that one in three people benefit from the United Way," he says. "To me this proves it's a very humanitarian organization, with maximum dollars going to charities, and a minimum, 11 per cent, to administration."

Lal first became involved with United Way campaigns when he arrived at MCSS from the private sector in 1980. In 1982 he became a team captain, organizing pre-Christmas toy sales. In 1983 he was appointed special events co-ordinator on the ministry United Way committee and organized sales of toys

and Christmas decorations to raise funds.

That year, 20 per cent of the United Way fundraising done by the ministry came through special events. Lal introduced a raffle for a BWIA ticket — "We raised \$4,500 on that alone."

Now he commits his time to the United Way of Greater Toronto. In December, he was named chairman of its South Asian committee, one of several committees which are increasing the fundraising abilities of



Mario Scattoloni

*Lal Sharma, fundraiser extraordinaire.*

the United Way and drawing participation from more ethnic groups. His participation on both the South Asian and special events committees means that Lal attends at least two United Way meetings each month, all year round.

Lal's name and photo popped up in the Toronto *Star* a few months back when he represented the South Asian committee, encouraging the public to come out and participate in the Toronto United Way Walkathon.

By walking eight kilometres that day, Lal raised one of the highest

amounts of any participant, close to \$2,000. For weeks before the September event, he made the rounds of the Hepburn Block, and with his friendly, persuasive manner, had no trouble soliciting pledges from a total of 105 people.

"David Peterson, John Sweeney, Peter Barnes, ADMs, branch directors, managers and many others in the ministry generously supported my participation in the walkathon," he says. Lal is impressed by the fact that many people make donations to these special events as well as participating through payroll deductions.

Lal has "always been involved in fundraising." A native of Bombay, India, he moved to England, where he studied business administration at the University of Birmingham, where, in the late 1950s, he led a team of students raising funds to fight cancer.

After graduation, he worked in England as a manager for one of the companies of the Granada Group, a large multinational firm. His company produced electronic products, including the first battery-operated TV to be distributed in the UK. Supervising a staff of 40 people and overseeing a budget of more than 3 million pounds sterling gave Lal plenty of experience for his move to Canada in 1967, when he went into business for himself. But in 1980, a poorly-performing economy "forced me to pack up and start over again. I made a new start and here I am, trying to climb up the ladder again with struggles ahead of me, but I'm trying."

Apart from regular purchasing duties, Lal oversees contracts for areas such as maintenance and computer hardware, and monitors all purchasing done by facilities and training schools throughout the ministry.

He's also involved (again, as a volunteer) with the Queen's Park cafeteria committee, which he has chaired since 1984. "We meet at least once a month to see if the caterer is providing the required service, and we monitor the food prices and quality. In recent years, we've made improvements that have been well appreciated."

Whether it's improving the quality of service in the Queen's Park cafeteria or the quality of life for the thousands of people who benefit from United Way agencies, Lal continues to show no hesitation in giving freely of his time, energy and business expertise. ●



# Bringing the community through our doors

*The 82 volunteers at Rideau Regional Centre play an important role in educating the public about the developmentally handicapped.*

by Sue Ronald

Volunteers at Rideau Regional Centre (RRC) in Smiths Falls play an integral role in helping meet the needs of the Centre's 900 residents.

The 82 people currently registered as volunteers at this large centre for the developmentally handicapped complement and enhance services provided by staff. The group includes students, housewives, the retired (including former RRC staff), members of church groups, the unemployed and the disabled.

Volunteers must be 15 years old and willing to share at least eight hours a month at the Centre. This time might be spent helping with leisure activities, making friendly visits or helping residents move from program to program within the Centre during day, evening or weekend visits.

"Being a large facility for the developmentally handicapped, there is a need to let the community in our doors," says Denise Miall, acting co-ordinator of volunteer services.

With an ongoing mandate to move the developmentally handicapped out of institutions and into the community, volunteers play an important role in educating the public about Rideau Regional Centre and the disabled.

Incorporated in Rideau's volunteer program is an innovative project which brings inmates from a nearby correctional centre to volunteer. Rideau Regional Centre currently co-ordinates this program with Rideau Correctional Centre, a minimum-security institution located about 15 kilometres from Rideau Regional.

Started in 1974, the program runs five days a week from 9 a.m. to 4 p.m. Part of Rideau Correctional Centre's Temporary Absence Program (TAP), about 600 inmates have gone through the program since its inception.

Inmates are screened by the correctional centre before Rideau Regional personnel visit for an information session.

Mrs. Miall says a number of considerations are examined when

accepting these volunteers, including any past involvement with the handicapped, honesty, sincere interest, enthusiasm and the nature of their crime.

"At first it (the inmate program) was met with a great deal of trepidation," says Mrs. Miall. "Now several areas (at Rideau Regional) are requesting these volunteers and realizing their real value."

The volunteers work in a wide cross-section of the departments at the Centre, including physiotherapy, speech and audiology, farms and gardens, ward areas, wheelchair repair, laundry and vocational rehabilitation.

*Sue Ronald is an information officer at Rideau Regional Centre, Smiths Falls.*



Kevin Charles

*Terry, an inmate from Rideau Correctional Centre, works on a Bliss board as part of his volunteer work with Rideau's Temporary Absence Program.*



Kevin Charles

*Richard, a participant in the Temporary Absence Program at Rideau Regional Centre, helps out in the wheelchair repair room, working on an industrial machine.*



# "Rewarding, frustrating, worthwhile"

by Janet Martin



Mario Scattoloni

*Janet Martin, a volunteer at Syl Apps Centre, lends a sympathetic ear to a young person's problems.*

I do not know how others find being a one-to-one volunteer in a secure detention facility for young offenders, but I find it rewarding, frustrating, disturbing, enlightening and above all, worthwhile.

At first, I felt a mild panic as I walked down the hall at Syl Apps Centre and heard the doors banging shut behind me. A voice inside my head kept asking me what I was doing. This feeling seemed to confirm what my more vocal friends and relatives had suggested — I was crazy. More than two years later I no longer notice the doors, but my friends still think I'm crazy.

I find the first few sessions with the young person difficult but less challenging than succeeding phases of the relationship. The difficulty comes from the distance and "checking-out" that happens in any new relationship. It can be frustrating that the person is so distant and cautious, while I'm ready to jump in with both feet and "get to know each other." I have to keep reminding myself he's only trying to figure why I'm there and if he can trust me. After all, why would anyone who is not paid to do this, do this?

Later on as the trust between you

grows, and the young person begins to talk about his life or explain his points of view, it can be very disturbing and confusing. While you can empathize, and while you can see why he believes the world is against him, it can be very exasperating to hear how every incident is made to fit that viewpoint and how everything is someone else's fault. I sometimes come away wondering if in spite of the effort of a great many people, myself included, this person is ever going to be able to see things differently.

I deal with this frustration by remembering I'm not there to be judgemental or give therapy, and by concentrating on the things I *can* do, I can represent a different point of view and a different value system. Most importantly, I can offer friendship. It seems to me to be very important that this offer of friendship comes from someone who is not paid to do it, who is not trying to analyse and who is not in a position of authority. It provides the young person with a unique opportunity for a relaxed, more equal relationship with an adult.

I went into the volunteer program knowing I would not make dramatic

changes in anyone's life, but the small successes have been terrific. For instance, at the beginning of one relationship, the young person always sat with at least one chair or a table between us. A few months later he hugged me goodbye. He said my visits had given him something to look forward to each week. That's reward enough.

I went to Syl Apps thinking of volunteer work as "giving," but I get so much out of the program it's like cheating. It is a unique opportunity to examine your own values and reactions and in my case to learn patience (a quality I've never had in any great measure).

I have just finished working with my third young offender, and look forward to working with my fourth. Once again it promises to be a challenge and once again I want to jump in with both feet. ●

*Janet Martin, a cottage volunteer at Syl Apps Centre, Oakville, is a director of marketing for Nabisco Brands Ltd., Toronto. This is an updated version of an article from the February 1986 issue of Contact, published by the MCSS Juvenile Justice Program.*



# Reach for the Rainbow

*It's not done with mirrors...*

by Jane E. Greer

When you think of magic, would you conjure up a vision of a man dressed in a black tuxedo pulling a rabbit out of a hat? Or another drawing a bouquet of wild flowers from his sleeve? When you ask Lynn Cooper, she thinks of children and Reach for the Rainbow.

Reach (Rewards of Education and Awareness of Children's Handicaps) for the Rainbow is a special day at Toronto's Ontario Place, dedicated to all children. Organized to offer an opportunity to encourage the social interaction of abled and less abled children, Reach benefits the children, their families and the community as a whole.

"I love taking photos of children and that's how I became involved with Reach for the Rainbow," explains Lynn, the photographer extraordinaire for Reach for the Rainbow. "Barbara Anthony, co-founder of Reach, approached me and asked me to take some pictures of a Reach-type activity at Harbourfront in Toronto."

That was nearly four years ago and since then, Lynn hasn't hesitated when asked to donate her skills for the kids. Clearly she believes in the special kind of magic achieved through Reach's activities for children.

When speaking about the first time she became involved with Reach, Lynn says: "I was afraid until I got there — no, I was even afraid when I was there. I didn't know what to do, how to act or what was expected of

me. I started taking pictures and all of a sudden something remarkable and unexplainable happened. Once I asked a child if I could take a picture, they smiled, beaming from ear to ear, having such a great time, so that no matter how bad the kid's disability was, they looked normal to me."

In 1985, Lynn organized a team of photography students from Toronto's Ryerson Institute who, along with their instructor, volunteered their time to record the day on film. Lynn assigned her team members different locations throughout Ontario Place and asked them to take a photograph "that your mother would be proud of." After the last bulb flashed and a whole day of interacting with the thousands of children who attended Reach for the Rainbow day, everyone on the team was convinced of the importance of providing children with this opportunity to learn about each other and have fun.

"Children are the main reason for Reach for the Rainbow day," Lynn says. "Its intention is to help as many children as possible to learn early in their life that to have a handicap isn't bad, it may be inconvenient, it may pose a challenge and it may involve a little toleration, but it's not bad."

Not only does Reach give challenged children an opportunity to have a good time with their able-bodied peers, it also offers an unique opportunity for parents of handicapped children. Here is a place that they can take their special children and feel comfortable

knowing that appropriate facilities and volunteers are on hand to help when needed.

Lynn was really excited about what happened at Reach for the Rainbow day when it was held last year on Victoria Day, May 19. As she said, "In 1985, we took from the children; in 1986, we gave."

Thanks to Polaroid of Canada, which donated boxes of instant film, Cooper's team of photographers took two photos of each child. One was given to the child and the other kept for the organization. It was delightful to observe the expressions of amazement on the children's faces as they watched their photos develop in a matter of minutes. It was magic to them.

"Children love to laugh, dance, sing, shout, and have a good time," explains Cooper. "They don't notice differences, they just have fun. Kids are what it's all about."

"I guess I'm selfish. I keep coming back because I get more from the day than the kids do!"

Reach for the Rainbow day has become an annual festival, celebrating equality among children. For information on this year's event, call co-founder Donna Trella at the Reach office in Etobicoke at (416) 249-7729. ●

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*Jane E. Greer is a media relations officer in the MCSS Communications Group.*

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Jane E. Greer

*Reach for the Rainbow day last spring at Ontario Place, Toronto.*



# They did it — and you can do it too

by David Stacey

**T**he three young women in MCSS's latest film *You Can Do It, Too!* are bright, ambitious and very articulate in expressing their common plight — coping as a single parent on social assistance.

"I had no education to fall back on," explains Marilyn, one of the women in the film. "I was married at 16 and started a family." Her situation as a single parent with few job skills would appear bleak. Statistics point to a future of welfare dependency, poverty and low self-esteem. What choices, if any, does Marilyn have?

Many, says *You Can Do It, Too!* The film, which promotes the Employment Support Initiatives program (ESI), explains how single parents dependent on social assistance can return to the workforce. ESI will provide career counselling, child care costs and employment-related expenses to help these people get back on their feet.

Marilyn says that "ESI has been wonderful. The staff has given me encouragement, mock interviews, advice on résumés and covering letters — everything that is required by you in an interview."

"It's a very positive program," explains Stephen Handler, co-ordinator of the Employment Opportunities Project (EOP). "It helps single parents improve their life circumstances through training and education. The end result is a higher

standard of living for the family and a more positive role model for the client's children."

The numbers speak for themselves. "Since the program began in early 1983, more than 13,000 single parents have volunteered to participate in the program with approximately 4,000 achieving full-time or part-time employment and 5,000 returning to school or training courses," says Stephen.

ESI is indeed successful. But what good is an effective program if nobody knows about it? The only solution is to seek greater exposure. For MCSS, that meant producing its first 16mm film in 10 years. The \$30,000 project took four months and is targeted at three specific audiences.

"We want the social services staff in different municipalities to see the film," says Shirley Paquette of the ministry's Communications Group, and the project manager of the film. "Municipalities actually administer and pay for 20 per cent of their ESI programs. Because each municipality is responsible for its own ESI program, these programs may fall under many different names."

The film is also geared to the business community. "Businesses can offer job placements that will help our clients to upgrade their present skills, identify vocational goals, and help them gain confidence and good work habits," says Margie Bakewell,

program analyst with Employment Opportunities.

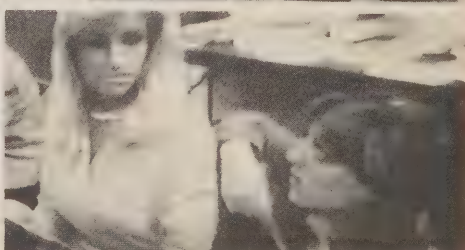
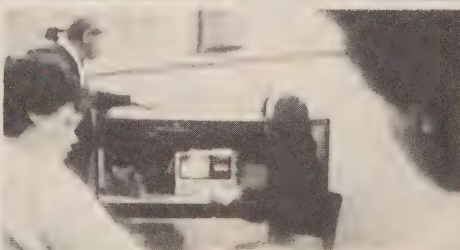
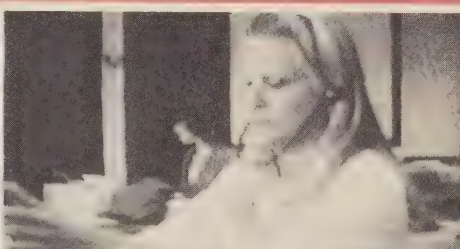
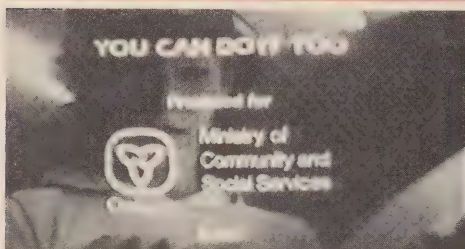
The third audience is the potential men and women who are eligible for the program. That's right, men. Single fathers are accepted into ESI but as Margie explains, "Out of the 80,000 sole support parents on social assistance in Ontario, 1,000 are men. With such a ratio, we have to be geared towards women. But if men are interested in the program, they are more than welcome."

To reflect this high proportion of women, *You Can Do It, Too!* presents only female clients. In fact, there was little choice in the matter, as Shirley points out: "When we approached the municipalities, female clients offered to be in the film rather than men. But it's worked out well considering that the film, without men, is much more realistic in representing the ESI program."

It's that interest in realism that has won *You Can Do It, Too!* rave reviews. Bruce Alexander, assistant deputy minister of Operations, says, "I was quite moved. Everybody in the ministry should see it. It's a most eloquent statement of what we do."

Such compliments must go to the talented people from P.M. Productions, the film-making group that was contracted to produce the film in consultation with a committee from the ministry. After competing against eight other groups, P.M. Productions was offered the project, bringing it together on time and on budget.

For ESI, the plan to gain greater exposure doesn't end with the release of *You Can Do It, Too!* A publication titled *Marketing Your ESI Program — A Guide to Developing Strategies* is available to municipalities who are interested in setting up their own ESI program. ●



The women we meet in the MCSS film *You Can Do It, Too!* learn skills that will help them obtain good-paying jobs.

Mario Scattoloni



# Charting a course for the future

by Elizabeth Marsh



*MCSS future-gazers at the Strategic Planning Conference (left to right): Mike Jarvis, then Barrie area manager; Joe McReynolds, director of Operational Co-ordination; and Fred Purificati, Peterborough area manager.*

If you fail to look far ahead, you will soon have problems close at hand.

That was one of the messages brought by futurist Frank Feather to the MCSS Strategic Planning executive conference, held at Toronto's Prince Hotel in October. Feather had just flown in from China, a country that impresses him greatly. "China," he said bluntly, "has a plan for the future. Canada does not."

Feather was the keynote speaker at the conference, where approximately 50 senior MCSS staff got together to consider strategic issues facing the ministry in the context of social change.

Colin Evans, executive director of Strategic Planning and Intergovernmental Affairs, set the scene with a slide presentation demonstrating the framework of MCSS strategic planning and its relationship with other planning processes.

He then introduced Frank Feather, who is president of Globescope, author of a number of books and an internationally known futurist.

"Major changes are restructuring the world," said Feather. He noted that industry is rapidly moving from the north to the south where resources and labour are cheaper. He compared the resulting imbalance to a badly-loaded washing machine. Sooner or later, but probably sooner, everything will start to wobble and eventually the system will break down.

He pointed out the following trends and possibilities: declining population growth in Ontario; increased immigration; an aging population, living longer; a return migration from the west; and U.S. markets shifting from Ontario and Quebec to Alberta and B.C. He predicted a probably worsening economy with a series of recessions but not a major crash, and an economic crisis lasting until 1990,

followed by a megaboom from 1991 to 2020.

Baby boomer values have considerable impact on today's society, said Feather, since Boomers make up about a third of our population. The family is not breaking down, he said, rather we are re-inventing the family, with many changing roles.

There are dramatically more women in the labour force than ever before. Youth is hardest hit by unemployment and this could result in a lack of skilled labourers in the 1990s.

Moving to technology, Feather said: "The microchip is changing the world." Reiterating Marshall McLuhan's dictum, "Electronics reverses all previous processes," he said that the potential of electronic information is only beginning to be recognized. "It transforms all processes and relationships and eliminates time, distance, area and hierarchy."

He believes "the workplace will be any place" and that new technology has enormous strategic implications for MCSS. It can bring workers in remote places into close contact, give new access to work to disabled persons, assist functionally illiterate clients and much more.

MCSS Minister John Sweeney gave his perspective on the future as it may affect the work of the ministry. "We are a part of a global economy. Without a sound economy, our client base expands." Mr. Sweeney stressed that we must structure our economy so that we don't leave people behind.

There will be battles in the future, he noted, but we will not back off from them. Rather, when workers in the field supply information and consultation to the decision makers, and when we work in partnership with other agencies and organizations, answers to problems can be found.

Deputy Minister Peter Barnes said he recognized the frustrations caused by lack of funds and lack of time for planning but noted that MCSS does have the data available to make forecasts, identify problems and have some solutions to future crises planned ahead.

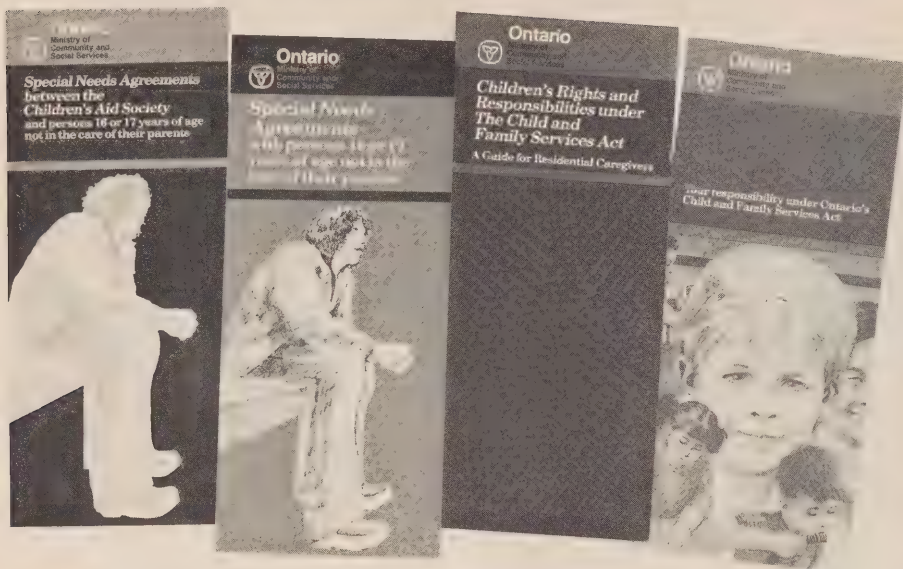
We must look at the total picture, cut across boundaries and plan with other ministries. We must learn to "dance together and not step on each other's toes."

A professional videotape of conference highlights was distributed to ministry staff in November. ●



# Hot off the MCSS press

*A guide to recent releases.*



## **Reporting child abuse (English and French)**

Outlines the responsibilities of both professionals and the public under the Child and Family Services Act (CFSA).

## **Children's rights and responsibilities under the Child and Family Services Act (English)**

A pamphlet prepared to help caregivers inform young people in their care about their rights in new residential situations.

## **Seniors' Information Service (English)**

Services available in the Metro Toronto area. Senior volunteers listen to concerns, offer information and make referrals (see article on p. 10).

## **Volunteer awards program and nomination form (English)**

A new program sponsored by MCSS for volunteers who work in social services programs. There are three different awards: Minister's, Community Service and Staff Community Involvement (see article on page 11).

## **You can help (English)**

A folder explaining the need for volunteers to work with agencies and organizations dealing with the six major programs within MCSS.

## **How to adopt in Ontario (English and French)**

Updated information to conform with the new requirements under the CFSA, this booklet explains exactly what adoption is, how to adopt a child, international adoptions and a listing of children's aid societies and private licensed adoption agencies.

## **Are you thinking of adoption for your child? (English and French)**

This pamphlet answers the many questions that arise before and during the adoption procedure.

## **Temporary care agreements: A guide for parents/children (English)**

Two publications that explain the guidelines for parents and children when arrangements are made for temporary care outside of the home.

Three publications on **Special Needs Agreements**: 1. with persons 16 or 17 years of age not in the care of their parents; 2. A guide for parents; 3. between the CAS and persons 16 or 17 years of age not in the care of their parents.

Ministry staff may place orders (through government mail) with the MCSS Distribution Centre, 909 Bay Street, Toronto; other inquiries should be directed to: Public Inquiries (416) 965-7825.

## **Shirley Paquette and Debbie Adamson**

*MCSS Communications Group*

# "The Shrinking Room"

**P**icture a young girl backed against a wall, crouching in fear as the other walls of her room close in. A harsh voice recites a litany of family woes from alcoholism to physical abuse ... the start of a nightmare? Actually, it's the opening of *The Shrinking Room*, a hard-hitting new TV commercial sponsored by MCSS and developed by Anderson Advertising of Toronto to promote the Foster Care program.

*The Shrinking Room* promises to be a controversial commercial, especially as it succeeds a highly successful ad, *Tough Job*, which used warm family imagery to emphasize the rewards of foster parenting. Aiming for more realism in its portrayal of the foster child's plight than its successor, *The Shrinking Room* creates a sense of urgency which challenges the viewer to act.

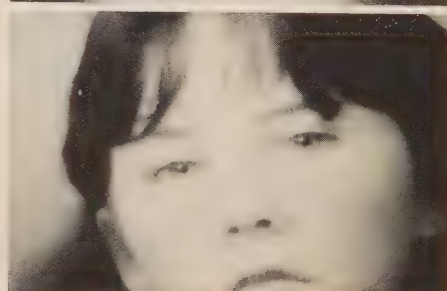
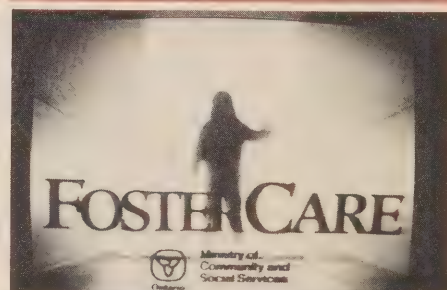
Citing a greater-than-ever need for capable foster parents in Ontario, Frank Fecteau, senior manager in the MCSS Communications Group, explains that one goal of *The Shrinking Room* ad is to "screen out" all but the most serious foster parent applications.

"I recognize that this is a very strong, provocative ad," Frank says.

"Not everyone will respond well to it. Indeed, some will be deterred. The risk of unsettling some viewers is worth taking, however, if we can make more people sit up and think about the children's needs which the Foster Care program aims to meet." ●

## **Chris Ferguson**

*MCSS Communications Group*





# EMPLOYMENT EQUITY NEWS

## Meeting the challenge

by Debra Tackaberry

The Employment Equity Program had the pleasure of co-sponsoring, with the Ottawa interministerial committee, a one-day conference entitled *Employment Equity: Meeting the Challenge* at Ottawa's Westin Hotel this past fall.

Beryll Brewer from the Equal Opportunities Office of the Canada Mortgage and Housing Corporation and past president of the Ottawa Women's Network (OWN), spoke on the importance of networking. She described networking as a forum for people to share personal experiences and to gather and disseminate information about agencies and programs. She stressed that networking is the ideal tool to get around bureaucracies which may block the flow of information.

Mary Corbett, manager of classification standards with the Human Resources Secretariat, said

that pay equity evolved from women networking — organizing themselves and talking about disparities in wages and working conditions. She encouraged all those interested in learning more about the pay equity law to obtain a copy of provincial Bill 105 from the Ontario Ministry of Labour.

Senator Lorna Marsden, our keynote speaker, addressed the role of employment equity programs in the workplace and the impact of the federal employment equity law, Bill C-62. Senator Marsden concluded that as a result of employment equity programs, employers are required to review their existing employment practices, including establishing goals and timetables.

Senator Marsden discussed the Canadian Charter of Rights and Freedoms, which addresses discrimination in the labour force and

provides remedial measures in cases where such discrimination occurs. As a result of Section 15(2) of this charter, it is legal to have employment equity programs and thus to implement the recommendations made in the Abella Report.

It was apparent from her speech that she viewed employment equity as an important means of delivering the federal employment equity bill. Senator Marsden offered a stimulating and thought-provoking discussion on an incredibly complex topic. ●

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*Debra Tackaberry is the employment equity program officer for MCSS' North and Southeast regions.*

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## Our contact at Edgar

by Diana Rankin

During the past year, I have had the pleasure of meeting and working with Ria Won, who is the employment equity contact person at the Adult Occupational Centre (AOC), Edgar.

In her job, Ria instructs developmentally handicapped residents in all aspects of waitressing, running a cash register and handling money at AOC's canteen. Ria enjoys working with the residents and judging from their response to her, this feeling is reciprocated.

Ria also schedules work hours and administers the payroll for canteen employees and she orders and prices products for the canteen.

Ria's interest in employment equity was initially sparked when she became involved with AOC's career advisory committee as their chairperson. It was through that committee's work in planning and co-ordinating training and development activities for AOC's staff that she became aware of the workshops, seminars and other resources offered by the Employment Equity Program. During the past year, Ria and the committee ran several employment equity workshops and participated on

the planning committee of the Employment Equity Program's "Facts and Futures Conference" for MCSS employees in the Central Region.

As chairperson of the career advisory committee, Ria is in an ideal position to function as a contact for our program. It is largely through her role on the committee that employment equity information is effectively communicated. Each committee member has also contributed to our program's goals and objectives: Charlene Chow, Lynn Cook, Rita Lalumiere, Neva Stevenson, Tracy Griffin, and Terry Charman.

Ria's extracurricular interests are extensive and varied. She is an accomplished artist whose drawings were displayed at the spring 1986

civil servant's art exhibit at Queen's Park. Ria designed the front cover of the AOC brochure for her committee and contributes drawings on a regular basis to the AOC *Advocate* newspaper. Ria also participates as a committee member of the Best Energy Savings Program.

Ria is a valued asset to the Employment Equity Program. Through her efforts, commitment, and skills our program delivery of employment equity activities and information has been assured. Thank you, Ria. ●

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*Diana Rankin, formerly an affirmative action program officer with MCSS, is on secondment as program manager for affirmative action, Ministry of Industry, Trade and Technology.*

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*Ria Won, employment equity contact person at AOC Edgar.*

Peggy Huitema



# ROUND THE REGIONS

## Talking to the world

by Dave Rudan

Evelyn Nicholas



A. Entoneva of Bulgaria, left, and Abdul Mahmud from Malaysia visit Sophie Gareau of MCSS (North Bay) at the ISSA general assembly in Montreal.

An opportunity to share information about income maintenance programs throughout the world turned out to be an introduction to international diplomacy for six official observers representing MCSS at the 22nd general assembly of the International Social Security Association, in September.

Delegates from other nations appeared to be puzzled by the fact that a country would have a strong "provincial" presence, commented the ministry's Evelyn Nicholas of Fort Frances and Sophie Gareau of North Bay, who handled the first tour of duty during the two-week event in Montreal.

"Delegates were presenting their country's national schemes and they couldn't understand why Canada was presenting provincial programs," said Gareau. While the general assembly was hosted by Health and Welfare Canada, the provinces of Ontario and Quebec had more impressive displays with staff who could respond to questions.

The International Social Security Association (ISSA), has more than 300 members from government and the private sector in 126 countries, with headquarters in Geneva. Every three years there is a general assembly and in 1986 Canada was host to more than 300 visitors from 115 countries at Montreal's Palais des Congrès.

The ISSA has five official languages — English, French, German, Spanish and Russian. However, Russian print material was not required, advised the organizers in their instructions to the participating provinces. Realizing that MCSS would be Ontario's official representative, Bob Cooke, director of Income Maintenance, and the

Communications Group decided that the ministry's display should reflect the province's multicultural image.

A theme, *We all have a lot to share*, was translated into 30 languages, and the focal point of the display was a large tamarack goose from Moosonee, flanked by messages and photographs of Premier David Peterson and MCSS Minister John Sweeney. Citizenship and Culture donated copies of *Newcomers Guide to Ontario* in 17 languages; one of the languages was Russian.

A member of the Soviet delegation expressed pleasure when he saw the book in his language. He returned later with a colleague to show him the display that featured photographs of our "leaders." He then caught Evelyn Nicholas and Sophie Gareau off-guard by asking if the book was propaganda to encourage him to defect.

"He said that he was very happy to live in the Soviet Union and he had no intention of leaving," said a flabbergasted Gareau, who speaks fluent Polish and is able to communicate in Russian. Not knowing whether the comment was made in jest or serious, she replied that all the books were a service to Ontario residents who prefer to use their mother tongues.

Gareau said it was ironic that while there was active interest, from many countries, about Ontario's move from large institutions to community-based resources, a paper presented by the United States recommended a move back to large facilities. ●

*Dave Rudan is manager of regional operations in the MCSS Communications Group.*

## Windsor's challenge

Team 96 was MCSS' official representative in Windsor's seventh annual Challenge Cup. This competition featured a "can stack" for the Windsor Goodfellows, a Red Cross blood donor drive, and a host of challenging athletic activities (triathlon, bean bag toss, inner tube race, etc.).

Twenty staff from the Windsor Area Office showed off their muscle during the weekend-long event. Departmental rivalries were forgotten as our athletes struggled into their uniforms and marched across St. Clair campus in the early (8:00 a.m.) September light.

The triathlon team, a dedicated group of 12 quasi-jock types was our first public appearance in the highly competitive world of athletics. Ray Hartleib, our resident shortcutter, proved to be the fastest item on two wheels as he found the shortest distance between Point A and Point B. The swimmers placed fourth in their heat (of four teams) and rushed out to cheer on Tony Baltulis and his fellow runners.

Tina Bernacchi, our captain, managed to organize us all (including agreement on uniforms, event participation) and was seen in at least three places at any one time as she cheered us on, participated, and consoled. Our group showed their true skill at Earth Ball — laying on the ground and letting "The Ball" roll over you ... a prime example of how transferable our job skills really are.

Even the non-athletes showed up to cheer us on, inspect our headquarters (Barry Mapplebeck's trailer) and offer their best Monday-morning-quarterback advice. Their children came too, getting a first-hand view of their parents' colleagues in the world of sponge-tossing and bean bag throwing.

This was deemed to have been the best Challenge Cup ever, due, in no small part, to our participation. The Goodfellows collected 21,963 cans of food and the Red Cross received 3,537 pints of blood. And our team, as the official representatives of the ministry, placed in the top 83 per cent. Area manager Shari Cunningham will soon be distributing training schedules for the 1987 Challenge Cup. ●

**Ruth-Anne Ingram**  
*Manager, Administrative Support Services*  
MCSS Windsor Area Office



# Edgar turns 20

**T**his past September 7, the Adult Occupational Centre, Edgar, celebrated its 20th anniversary with an Open House. More than 500 friends, family, former residents, and former staff dropped by. Guided tours and displays provided visitors with the opportunity to learn more about the Centre's programs. The Open House ended with a steak barbecue with more than 700 meals served.

The MCSS-operated centre, which is half-way between Barrie and Orillia, provides vocational, recreational, residential and academic training to its residents. From its inception in 1966, the goal of the program has always been to train its residents so that they might move to community living alternatives. More than 1,500 individuals have participated in the program during its 20 years of existence. The Centre currently accommodates approximately 225 developmentally handicapped adults.

RCAF Station Edgar operated at the Centre's location until 1964, when it was purchased by the Ontario government from the Department of National Defence. The RCAF station, constructed in the early 1950s as part of the Pine Tree line of Radar Control Warning Units, had become obsolete. The acquisition of the station for conversion into a centre for the developmentally handicapped was largely generated by the need for

additional facilities for the developmentally handicapped at the time. The acquisition also provided an opportunity to introduce a new model of human management and service.

From the time of its purchase until 1966, the radar station, renamed the Adult Occupational Centre, Edgar, underwent renovation and refurbishing. The site lent itself to utilization as a centre for the developmentally handicapped where individualized programming could be provided and where there was an attempt to approximate community living. The Centre resembles a small town with individual houses, a gas station, coffee shop, school, church, recreation centre, and a hospital for minor medical care. ●

## Larry Shields

*Manager, Community Services  
Adult Occupational Centre, Edgar*

## Homeshare: spreading the word

**A** local media advertising campaign to attract public interest in the Familyhome program was a "fantastic success," said Bruce Polnick, who co-ordinates the program at Prince Edward Heights, Picton.

According to Polnick, finding room and board for developmentally handicapped adults in rural homes isn't as difficult as finding homes within an urban area. "We need places in the cities of Belleville and Trenton that are close to community workshops," he explained.

In co-operation with the MCSS Communications Group, Queen's Park, a two-week campaign called "Homeshare" was designed using radio commercials, classified and display newspaper advertising in the two cities only. Prior to the campaign, Polnick had a 20-minute interview about the Familyhome program on CJBQ radio and volunteer co-ordinator Barbara Fisher used the CBC's free announcement service to broadcast a 30-second message.

"Frankly, I didn't think advertising would work, because of the subject," said Fisher. Polnick said that he didn't have any expectations, since

advertising in media was a new approach for them.

The campaign achieved 34 firm leads, not counting the numerous general inquiries generated by the advertising. Polnick conducted follow-ups and he was able to confirm four homes in Belleville and two in Trenton, "giving us about 10 or 11 new spaces in the cities," he said. Prince Edward Heights also added three new rural homes.

When inquirers were asked what motivated them to call, most people said that they had seen a classified ad that ran the length of the campaign in Belleville's daily paper. Next, people mentioned a display ad in a weekly "shopper" paper, then the 20-minute radio interview, followed by the radio commercials. Two inquiries were a result of a church bulletin message.

"I think in most cases it was the repetition that people read and heard that encouraged them to finally call," said Polnick. Cost of the paid advertising was under \$1,000. ●

Dave Rudan

## MCSS "on campus"

**S**taff from the MCSS Windsor Area Office had an exciting opportunity to represent the ministry at a Careers Fair held at the University of Windsor in early October. Students had an opportunity to discuss career possibilities with more than 40 private and public sector organizations from Canada and the United States.

More than 150 students spoke to the Windsor Area Office staff, seeking information about the variety of disciplines and positions in the ministry. Handouts to students included *Topical*, the *Programs and Services* brochure, and a locally developed leaflet, *Careers in the Ministry*.

Many students were interested to learn of the variety of careers, other than social services, available. This experience provided an excellent opportunity to meet informally with students, prospective employees and other organizations to present the role and scope of the Ministry of Community and Social Services. ●

## Pam Hines

*Program Supervisor  
Windsor Area Office*



Dean Hewitt, left, of AOC Edgar's recreational services, with resident Vince Patterson, who is demonstrating the use of a weight training machine at Edgar's Open House.



# ROUND THE REGIONS

## Calling all U of T Social Work grads

The University of Toronto Social Work Alumni Association is inviting applications from graduates of the faculty for the Sophie Boyd Research and Study Grant. The Association will be awarding grant(s) totalling a maximum of \$2,000.

As this issue of *Dialogue* went to press, the application deadline was set at mid-February, so any interested graduates should telephone Dr. John Gandy at the University of Toronto Faculty of Social Work, (416) 978-3273 for application details.

## In memoriam

Rick Hedges, a policy analyst in the MCSS Community Services division, died suddenly on December 12. He will be missed by his many friends in the ministry. Next issue, *Dialogue* will include a story on Rick.

## Whoops — we goofed

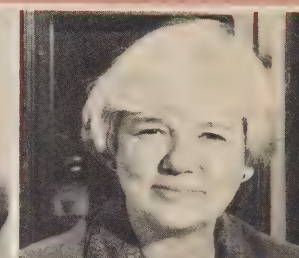
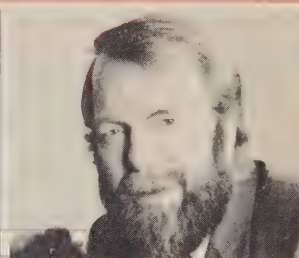
In our last issue, the Queen's Park gremlins (one of the worst varieties of the species) invaded the article *Talking finance*, changing Robert Silverston's name to Silverstein. Our apologies to Mr. Silverston.



Mario Scatoloni

**Visitor from China** — Cui Naifu, the Minister of Civil Affairs for the People's Republic of China, visits a young Torontonian in the playground at the Queen's Park Child Care Centre. It was one of the stops on the minister's tour of Canadian social services this past September.

Margaret Goossen



Koni Lattner (2)

**People on the move:** Three MCSS people who took on new jobs in December: Al Strang, left, Hamilton area manager for the past four years, is now manager of the Toronto Area Office; Don Cornish, former administrator of Huronia Regional Centre, Orillia, takes Al's old job in Hamilton; and Margaret Gallow is the new administrator at Huronia. Margaret was formerly on special assignment for the ministry as administrator of Oaklands Regional Centre in Oakville.

## Surrey Place transfer

In December, MCSS Minister John Sweeney announced that as of September 30, 1987, the operation of Surrey Place Centre, Toronto, will be turned over to an incorporated community-based board of directors. Surrey Place is a multi-disciplinary direct service, teaching and research facility for the developmentally handicapped.

Mr. Sweeney said that the board of directors will be responsible for directing the centre's staff and current programs and that MCSS will continue to provide operating funds, currently valued at \$6.2 million annually.

Included in the transfer is an agreement guaranteeing that the centre's staff will be offered employment positions with the new board.

## Week of the child winners

Two women who have made outstanding contributions to the field of early childhood education were honoured this past October, during the Week of the Child. Doreen Gordon, director of Day Care Services for the Regional Municipality of York, and Lesley Russell, director of Chedoke/McMaster Hospital Day Care, were presented with the 1986 Association of Early Childhood Education, Ontario (AECE/O) children's services awards.

Minister of Community and Social Services John Sweeney and AECE/O president Margaret Hamilton made the presentations, at Ontario Place, Toronto.

## COMING UP

**March 19, 20 Treatment: Helping with the Healing.** A conference on sexual abuse, designed for professionals working in the field of children's mental health. Location: Toronto. More information: Ann Blakely, Thistletown Regional Centre, 51 Panorama Court, Rexdale, Ont. M9V 4L8; (416) 741-1210, ext. 284.

**June 10-12 Continuing for Excellence.** Northwestern Regional Centre presents a multi-topic conference for parents, direct service staff and educators of developmentally handicapped individuals. More information: Carla Stravato or Brian Smith, Northwestern Regional Centre, Box 3270, 580 North Algoma St., Thunder Bay P7B 5J8; phone (807) 345-0576.

**Sept. 27 — Oct. 1 1987 Criminal Justice Congress.** The Canadian Criminal Justice Association's biennial conference, Toronto. More information: Robert Porter, Congress '87 Organizing Committee, 60 St. Clair Ave. E., Ste. 600, Toronto M4T 1N5; (416) 973-0827.

## United Way: \$14,000 over target

A major increase in donations from Syl Apps Centre and Thistletown Regional Centre brought the MCSS Toronto-area United Way campaign total to \$98,465. This was 17 per cent over the fundraising



goal of \$84,000, said Martin Krogh, the campaign chairman, and a staff training development officer at Syl Apps. He praised Louis Fournier of Syl Apps and Arthur Bickerton of Thistle town for helping to bring in \$9,355 and \$9,231 respectively.

"The Syl Apps figure was almost quadruple from the year before, with an average donation of \$82 per staff person," Martin said. "Normally, donations are lower than from Queen's Park or regional offices. This year, we caught up." Martin extended his thanks to all the many other campaign representatives in the area, bounded by Oshawa, Aurora and Oakville. "They really worked very hard to meet or exceed their quotas." ●



Jane E. Greer

With John Sweeney, Minister (far left) and Peter Barnes, Deputy Minister (far right) are Quarter Century Club members (left to right), Harvey Weiner, Bob Maksimowich, Ron Zukovs, John Hunter, Joan Green, Lou Foley, and Stan Halek. Missing: Cecil Brown.

## John joins the club

by Jane E. Greer

As the director of Human Resources for MCSS, John Hunter regularly attends ceremonies honouring the people who have reached their 25th employment anniversary with the Ontario government.

The ceremonies held in the minister's boardroom this past September found John in an unusual position. Not only was he on hand to extend his congratulations to the new members of the Quarter Century Club, but he was one of them!

Expressing their appreciation for a combined contribution of more than 175 years of public service, John Sweeney, Minister, and Peter Barnes, Deputy Minister, presented the seven new Toronto-area club members with their 25-year pins and plaques.

Among the employees who joined the Ontario public service in 1961 were: Joan Green, Lou Foley, Stan Halek, John Hunter, Bob Maksimowich, Harvey Weiner, and Ron Zukovs. ●



**Margaret Goossen**, left, a vocational rehabilitation counsellor in Burlington, joined the Quarter Century Club last summer. Central Region director Mike Ennis and Charlotte Hilderman, VRS supervisor in the Mississauga Area Office, congratulate Marg at a dinner held in her honour.

## "Everyone shares that small burden"

by Joan Eastman

We all welcome retired employees back into our offices when they come to visit, but it is difficult to socialize with them while the work orders pile high. Soon the frequency of their visits diminishes, and there is a chance that these deserving workers are left feeling unappreciated.

Just as they start believing, "I've been forgotten," the Quarter Century Club banquet reminds our province's 12,000-plus longtime employees that they are indeed remembered.

Ontario government employees with 25 years of service are annual guests of the Human Resources Secretariat for evenings of dining and dancing at 16 locations throughout the province, which keep the MPP guest speakers hopping.

Minister of Labour William Wrye, who attended the October banquet in Chatham, said he believes "government" workers are often unfairly judged: "The level of their dedication and loyalty is not appreciated. Everyone shares that small burden of being misunderstood."

J. R. (Rollie) Scott, assistant deputy minister of the Human Resources Secretariat, toasted the "Class of '61" — 31 new Chatham-area members, including 26 who have worked for the Southwestern Regional Centre, a home and school located near Blenheim for persons with profound developmental handicaps, since it opened its doors 25 years ago.

According to the Quarter Century

Club local chairman, Elmer Skov, these workers have earned an extra pat on the back: "It must be difficult, a really tough job compared to other ministries."

Until last year, the banquets were held in London, but that area has more than 1,000 members so a Chatham chapter was formed. Chatham now counts more than 300 members. Mr. Skov observes that the banquets welcome new members and reunite old acquaintances.

"I just saw a supervisor I hadn't seen in at least a year. I know we don't intend it that way, but it just happens." ●

Joan Eastman is an information officer at Southwestern Regional Centre.



*Du centre régional au Collège Algonquin;*

# UN NOUVEAU MONDE À DÉCOUVRIR

par Michelle Trottier

**D**u lundi au vendredi, douze personnes quittent chaque matin le Centre régional Rideau pour les déficients mentaux situé à Smith Falls, pour se rendre au collège Algonquin à Ottawa. Ces personnes, atteintes d'un handicap intellectuel, sont inscrites comme étudiants au Programme d'adaptation fonctionnelle pour adultes (PAFA).

Il faut savoir que ces adultes sont résidents du Centre depuis plusieurs années. Certains d'entre eux vivent en institution depuis plus de 20 ans, certains depuis leur tendre enfance. Quelques-uns ont fait des séjours dans différentes institutions de la province, soit celles qui desservent particulièrement les personnes atteintes d'un handicap mental, soit les hôpitaux psychiatriques ou les maisons de soins infirmiers...

À l'intérieur des cours du PAFA, les bénéficiaires apprennent à utiliser les ressources communautaires. Les cours sont offerts au Campus Colonel By, mais accompagnés de leurs éducateurs, les étudiants se rendent souvent à l'endroit approprié pour une gamme d'activités: à un foyer, au centre d'achats, chez le coiffeur, à la piscine... En classe, on leur enseigne à reconnaître la monnaie, les numéros d'autobus, les règlements de la circulation... c'est-à-dire les éléments académiques nécessaires à leur apprentissage communautaire.

Ce projet est une initiative conjointe du Collège Algonquin, du Centre régional Rideau et du Bureau de secteur d'Ottawa du ministère des

Services sociaux et communautaires. Depuis octobre 1985, plus de vingt adultes francophones vivant au Centre régional Rideau ont participé à ce programme qui a pour objectif de faciliter l'intégration communautaire des personnes présentant un handicap de développement.

Grâce au développement des ressources communautaires, ces personnes pourront désormais vivre dans leur communauté d'origine. De fait, le plan quinquennal du Ministère a permis le développement de programmes résidentiels pour accueillir ces personnes. C'est ainsi qu'à Ottawa, un foyer de groupe francophone ouvrait ses portes, à l'été '86 et un programme du foyer-famille sera lancé à l'automne. Mais quand vous avez vécu en institution depuis l'âge de 7 ou 9 ans, vous n'avez pas eu souvent l'occasion d'utiliser un grille-pain ou d'ouvrir un compte à la banque...

En participant au programme PAFA, les individus apprennent à accomplir ces tâches quotidiennes qui faciliteront leur vie en foyer de groupe ou dans une famille. Il est évident que le programme est une étape importante pour eux. D'autant plus qu'il est offert dans leur langue maternelle...

Il faut préciser que le programme PAFA accueille aussi des personnes vivant présentement dans la communauté. Certains étudiants sortent de leur milieu familial où ils ont peut-être été trop protégés. D'autres viennent pour perfectionner leurs

connaissances. Dans l'ensemble, le collège dessert plus d'une trentaine d'étudiants dans ce programme.

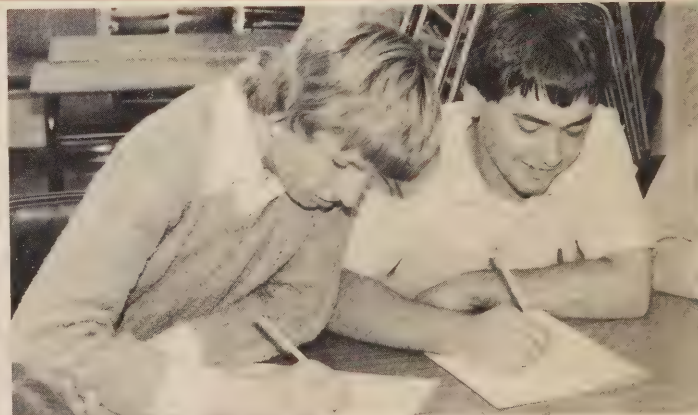
Afin de respecter le principe d'intégration à la société des personnes ayant un handicap, les cours sont offerts dans un collège communautaire et les étudiants sont inscrits au programme d'éducation permanente. Ils partagent locaux, cafétéria, bibliothèque, services, avec les étudiants réguliers. Cela a certainement exigé, de tous et chacun, une meilleure compréhension et tolérance des différences individuelles. Par exemple, certains résidents du Centre trouvaient le bruit de la cafétéria très pénible et les coiffures "punk" bizarres. De leur côté, les jeunes filles inscrites au programme d'études familiales furent étonnées de trouver à quelques reprises un homme dans leur salle de toilette, et ce jusqu'à ce que Joseph apprenne à distinguer les symboles homme-femme.

À la suite de l'évaluation positive du programme après sa première année d'opération, la participation des résidents du Centre régional Rideau a été maintenue pour l'année scolaire '86-87. En septembre, une quinzaine de personnes ont continué leurs études au Collège pour mener une vie de plus en plus autonome. ●

*Michelle Trottier est coordonnatrice de projets d'intégration communautaire au Bureau d'Ottawa du ministère des Services sociaux et communautaires.*



*Quelques uns des participants au PAFA, à l'arrière de l'autobus; Brian Gignac, ensuite Raymonde Lemay et André Michon, Denise Lepage et Gisèle Campbell et à l'avant Denis Duford.*



*Mark Davis et André Michon pratiquent aussi des exercices écrits pendant leur formation.*



Ontario



Ministry of  
Community and  
Social Services

Vol. 10, No. 2, Spring 1987

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# Dialogue



**Social assistance review**

**Also inside:**  
**Directions in foster care**  
**Southeast Region**





# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

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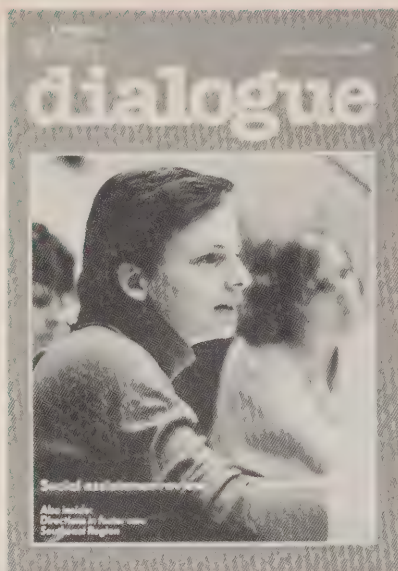
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**COVER:** Deborah Brown of the Young Mothers' Support Group of Bethany Home, a Salvation Army-operated maternity home for single mothers in Toronto, makes her case for improvements to Ontario's social assistance system. She was speaking at a public hearing of the Social Assistance Review last November at Toronto's City Hall (see story on page 12). Cover photo by Mario Scattoloni.

## Employer of the year

WATERLOO—It was a gala event honouring and congratulating various companies who provide employment and training opportunities to disabled persons. In early February, the Kitchener-Waterloo Employer of the Year Award Committee presented its sixth annual awards to local businesses and organizations.

Formed in 1981 during the International Year of Disabled Persons, the Employer of the Year Award was established as a major event to celebrate the value of disabled people. The awards committee is comprised of representatives from services and agencies such as the Canadian Hearing Society, the Canadian National Institute for the Blind, the Ontario March of Dimes, Canada Employment, and the Kitchener-Waterloo Habilitation Services, in addition to the Ministry of Community and Social Services.

Charlie Matjanec, a job placement counsellor with the vocational rehabilitation services of the ministry's Waterloo Area Office, and the committee chairperson, explained that the awards were divided into two categories: for firms with less than 50 employees and 50 or more employees. Angie's Kitchen and NCR Canada Ltd. were the winners, respectively. In total, 37 companies were nominated. Gerry Duda, MCSS assistant deputy minister, and Carl Hiebert, an airplane pilot and the evening's guest speaker, presented the awards.

Mr. Hiebert, in addition to his lively

and informative talk on the responsibilities of both the employer and the disabled employee, also presented a Canadian scenery slide show spectacular, as seen through his camera lens from his ultralight plane. He offers charter flights from his base at the Waterloo-Wellington airport, near Kitchener. ●

**Laura Johnston**  
MCSS Waterloo Area Office



*Airplane pilot and guest speaker Carl Hiebert, left, presents a Kitchener-Waterloo Employer of the Year Award to Bill Worthington of NCR Canada Ltd., Waterloo.*

Jon Latham



# Rideau's Quality of Working Life

*A better working life for staff results in better services for their clients.*

by Sue Ronald

The new co-ordinator of the Quality of Working Life (QWL) program at Rideau Regional Centre (RRC) is confident the democratization of the workplace will create better environments for staff and residents at this facility for the developmentally handicapped in Smiths Falls.

Naseema Siddiqui says a better working life for staff is directly related to better services for the clients they serve.

Naseema assumed her new duties as co-ordinator of QWL in October 1986. Previously a psychometrist at the Centre, she replaces Robert Sykes, who has taken a new position at the MCSS Ottawa Area Office.

Quality of Working Life, an innovative management system, was introduced to RRC in 1984. It increases the involvement of people in the decision-making process which affects their jobs—in essence, democratization of work. Currently attempts are being made to establish democratic structures within the organization to foster this practice.

"Being a fairly new concept, (QWL) is still evolving," Naseema says. "Because of that, the channels of communication are not as clearly defined as they are in a bureaucratic system. This sometimes leads to frustration and confusion (for staff)."

Under the guidance of Dr. Hans van Beinum, from the Ontario Quality of Working Life Centre, the process is a combined union/management effort.

"We need to actively promote workers' participation in job re-design and restructuring of work," says Wynn Turner, RRC administrator. "I am meeting now with all managers in small, informal, all-day sessions to tell them we are a QWL organization and will operate on the values and principles of QWL. This allows staff to design how they do their job, I believe."

"In the end it is the worker who provides the service. We have to understand the intricate and very close relationship between how workers feel about their jobs and the quality of care our clients receive," she says.

RRC is home to 900 developmentally handicapped individuals and employs about 1,100 staff.

The Joint Steering Committee (JSC) is in place to implement the QWL process. It consists of five members of OPSEU Local 436 (Greg Best, Mike Noon, Robert Rea, Susan Kerr, Joe Bedford) and the administrator and four directors (Wynn Turner, Dennis Staples, Lorna Gendreau, Miville Fournier, Kathy Young). Staff in work areas agree to become a "site" and the QWL co-ordinator helps develop the process.

"The home of the resident is the workplace of the staff, therefore, the quality of the home we provide is indivisible from the quality of working life of staff," says Dr. Robert Rea, a union representative on the JSC. "Such a work setting must provide not only financial security, but variety, challenge, a sense of achievement and involvement in decision-making."

The introduction of QWL has been tentatively met by many staff at Rideau. Managers have wondered if they would lose control if staff could decide how to best do their job, and staff have wondered how decisions would ever be made with so many opinions being offered.

Part of Naseema Siddiqui's job is to relieve these fears. She assures managers that their role is integral to a successful implementation. She says QWL will provide an environment in which staff share the right to determine the best means to perform tasks, but not necessarily determine the tasks to be performed.

"At this point, the QWL process must become more visible in the facility's work areas. Staff need to see some tangible results," says Greg Best, president of OPSEU Local 436.

"QWL has had a very mixed reception at RRC," says Naseema. "There are areas that don't want to hear about QWL and there are areas that don't know what QWL is."

She dismissed the theory that QWL is a management ploy to make staff think they're involved in decision-making. She emphasizes that they are involved.

"QWL is for all staff. It doesn't matter what position you're in," she says.

"The Joint Steering Committee itself has a responsibility to model the values and principles of QWL," says Mrs. Turner. "It is management's primary mandate and responsibility to provide the best quality of service possible, and the union's mandate and responsibility to represent the needs and interests of the employees in our facility. This makes the JSC a dynamic interactional forum for discussion and action based on a common belief about the relationship between QWL for staff and the quality of life for residents." ●

*Sue Ronald is the co-ordinator of communications and information at Rideau Regional Centre for the developmentally handicapped, Smiths Falls.*



*Rideau Regional Centre's Quality of Working Life co-ordinator Naseema Siddiqui, left, with Dr. Hans van Beinum, consultant with the Ontario Quality of Working Life Centre.*

Sue Ronald



# Show-and-tell at Prince Edward Heights

by Dave Rudan

Until I began writing this article about the internal television system at Prince Edward Heights, the ministry's centre for the developmentally handicapped at Picton, I never realized how conditioned I was to the process of "show-and-tell." It began when I was a baby and mother would point to a picture of a kitten (visual in full colour) and utter the sound "Meowwww..." (audio with sound effects). It was a non-threatening situation that stimulated a number of my senses and provoked my imagination.

Prince Edward Heights (PEH) was once Camp Picton, an army base with a community of 60 homes, churches and a school located a couple of miles from the main administrative building and dormitories. In 1978, "someone with a lot of foresight" asked the Ministry of Government Services to install a television antenna on top of the school and to connect all of the homes and buildings by cable, said Barb Fisher, who handles the volunteer and public information programs as part of Monica Fennell's staff training department at PEH.

Administrator Rick Williams, along with Monica and Barb, recognized the advantages in having a closed-circuit television system throughout PEH, but where do you start without an experienced technician, equipment and budget for programming?

"Monica pushed for it," said Barb, describing how they developed a demonstration exercise that involved a small investment for 1/2" VHS video equipment, the secondment of staff time from the ranks and by "begging, borrowing and stealing" whatever materials that were available in the ministry.

Bob Cook won the secondment. "I watch a lot of television," he said with a grin, adding that his selection was also based on his wide experiences in programming at PEH since 1975, when he was hired as a residential counsellor.

"I'm part of the facility and I think I know what staff want to see... people want to be recognized for what they've done," Bob said, describing the basis for some of the 18

hours of weekly programming he creates and organizes. He also has a formula—something old, something new, something borrowed and nothing blue.

With the technical assistance of Greg Best, Rideau Regional's audio-visual expert, cable IBS, channel 4 (Internal Broadcast System) became operational last July.



Dave Rudan

Barbara Fisher and Bob Cook, Prince Edward Heights' answer to Barbara Frum and Knowlton Nash.

One of the programs Bob created was a feature on PEH's off-site group home in Picton. Staff were impressed when they saw residents, who at one time lived at the main site, now able to give themselves their own medication. People knew about the group home, but they never had the opportunity to observe how well the residents had adapted to a community setting until they saw it on television, Bob explained.

Viewing the program on the group home helped residents decide what they wanted to do as well, he added.

"When they saw the show, residents who thought that they could never adapt to a group home setting decided that they would like to try it

...others decided that community living wasn't for them," Bob said.

By January, IBS was running six midnight shifts a week, with day programming on Thursdays from 10 a.m. until 6 p.m. Tuesday is an off-day and on Sundays, transmission is from noon until 6 p.m. "so that the residents don't have to watch football games," said Bob, who has created a balance between information/training shows and entertaining feature films that are rented from the local video shop.

"Line staff saw the deputy's video on strategic planning before our management team," he admitted with a sheepish grin.

Without the enthusiastic, voluntary support of staff at PEH, including commissionaires who turn on the video recorder for evening viewing, IBS would not be available, since Bob still has his responsibilities as a counsellor.

"IBS is a facility service and we've been given a free hand, including an invitation to the OPSEU representatives to participate. Mr. Williams has used the system to clear up misinformation staff might have received through the 'grapevine,'" Bob said.

"Our IBS won't replace seminars, but the service expands our communications program. It is valuable in the education of touring students and also as an instructional tool for residents with no communications skills," said Barb.

"I can talk for an hour to students and it can go in one ear and out the other, but show them and it makes all the difference," added Bob. In his opinion, staff have been brought together through the transmission of audio-visual information to people throughout the facility. There is an understanding and renewed respect for the jobs people are performing.

Once the administrative wrinkles are ironed out, the team of Barb Fisher and Bob Cook would like to use their "Show-and-Tell" videos to assist PEH's public education program for more community integration. ●

Dave Rudan is the manager of regional operations in the MCSS Communications Group.



## Peterborough people

Barry Bates, a program supervisor in the MCSS Peterborough Area Office, is also an avid photographer. He recently took his camera in hand to show us some of the people behind the scenes on a typical day at the Area Office.



*Program supervisor Carole Garland heads out for an agency meeting.*



*Income maintenance officer Bonnie Harrison gets organized for the day.*



*Area manager Fred Purificati relaxes in the knowledge that his staff has once again done their best to meet the social service needs of the Peterborough Area, which stretches from Lake Ontario to Algonquin Park.*



*Administrative officer Florence Cunningham warms up to the computer.*



*From left, program supervisor Kevin Morris meets with unit manager Jim MacNiven, and program supervisors Aug DiFrancesco and Greta Bennett.*

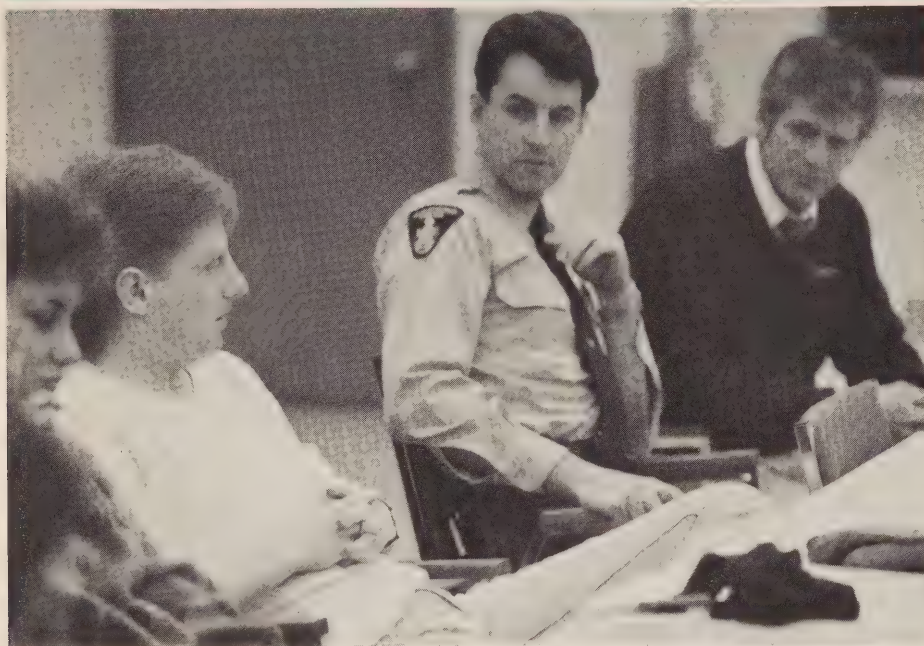
Photos by Barry Bates



# An ounce of prevention...

*Exposing the justice system to the young person – as opposed to exposing the young person to the “system.”*

Story and photos  
by Robert A. Miller



*Left to right: Student volunteer in the PIP program Steve Burns explains a case he's involved with while Constable Ted Burritt of the Gloucester police and Sergeant John Ethier of the Nepean police listen closely.*

A 14-year-old Ottawa-area boy is apprehended while trying to steal a motor for the go-kart he's building. The boy has a learning disability; he needs visual stimuli to understand what's said. He's a very shy young man who's easily influenced. "If he doesn't get counselling, we're going to see him in trouble again," predicts Constable Val Hutt, of the Ottawa Police youth section. "This case will be a difficult one, especially because of the boy's learning disability."

Another case: A boy is caught stealing a calculator at the Rideau Centre. "He's a 12-year-old kleptomaniac," Constable Hutt says. The boy has been caught stealing before, but wasn't charged. "He wants to stop stealing," the constable continues. The boy realizes he has a problem — he says he just can't help himself when he goes into a store. And apparently a male relative has taken the boy along on a few "B & E's."

Constable Hutt is describing these situations to a group gathered this Friday morning in the Ottawa police station, at a weekly meeting of the Preventive Intervention Program (PIP). There are four police officers

present, two MCSS probation officers, and 13 criminology students from Carleton University, along with their professor.

What's happening in this room seems fairly ordinary. The police officers describe cases where young people under the age of 16 have come into conflict with the law for the first time in their lives. Then the two ministry probation officers, Ken Kealey and Roger Parent, match up each of the criminology students with one of the kids who's in trouble. The students will then spend the next 12 to 15 weeks acting as a "PIP officer" to the young person, talking with them about their problems, and keeping them away from places and people that will get them into further trouble.

Now here's the part about this meeting that isn't so ordinary: these 12 to 15 weeks of guidance from the students may make a major difference in the young peoples' lives — instead of continuing to break the law and getting enmeshed in the justice system, most of the kids clean up their act and never even enter the "system." As the old saying goes, an ounce of prevention is worth a pound of cure (at least that's the way it was

in pre-metric days).

The PIP officer will help the young person in resolving problems at home or at school, and may set up certain conditions to be followed, such as a curfew or not associating with certain individuals.

PIP is a "pre-charge" program, which means that instead of charging the young person with an offence, the police refer them to PIP. But the program doesn't handle kids who've committed drug offences or violent crimes. "Any serious crimes go to the Crown," says Ken Kealey.

The child and the parent(s) are voluntary participants in PIP. After one of the Carleton students has been assigned to a particular child, he or she visits the child's home, in the company of one of the probation officers, Ken or Roger. Together they explain what would have happened if the case had gone to court, how the justice system works, what lawyers do, and what it means to have a criminal record. "We warn the kid that PIP is a one-time shot — next time you'll automatically go to court," Roger says.

On these initial home visits, Ken continues, "lots of times the whole family will participate. If the father's in the kitchen having a beer, we get him in on it. We tell the parents that PIP is here to help, not to take away your parental authority. And we also tell them that once a kid gets into that court process, it's damn hard to get out of it. If the kid gets labelled, they'll act that way."

"A lot of these kids just need someone to talk with," says Carleton student and PIP officer Alain Tremblay. "They need attention or some excitement," John Peters, another student PIP officer, agrees. He says that some kids think it's a status symbol to have a PIP officer, while others are embarrassed. Alain says that at first, he wasn't that interested in working with youth, but wanted to deal with adults. "Now, though, I really enjoy it. I think I'd like to work in youth services when I graduate, or maybe join the RCMP."

The PIP officers often meet the young person after school, and may go to Carleton to play a game of squash or shoot some pool. They try to show the kids that it's a good idea



to stay in school, that it's not all drudgery and boredom — that a university is somewhere where the young person could feel comfortable.

"The kids don't really see us as 21- or 22-year-olds, which we are," says Steve Burns, another of the PIP officers. "We gain their trust because we're not that different from them, and they know that we won't squeal on them."

"These guys (the students) are great role models for the kids," says professor Ken Hatt, the co-ordinator of Carleton's Criminology and Criminal Justice Program.

"With this program, we're trying to integrate the academic world with the real world," he says. "Students come out of the year with more confidence. Seven have gone on to work with police forces. It gives students a good practical look. I can tell students about 'class,' but they *really* see it when they meet a kid who can swear them against the wall."

The cops involved are just as enthusiastic. Says Sergeant John Ethier of the Nepean police, "In our area, it's been a very successful program." He notes that some times of year are worse than others for new referrals to PIP. "The March break is bad, 'P.D.' days, just before Christmas, those periods when kids have time on their hands. They may hang around the malls, do a B & E, go for a joy ride."

Back to the Friday morning meeting. One of the Carleton students is discussing problems she's having with a case. "The mother seems to be the one I'm counselling more than the kid," she says with a sigh. The girl's mother and uncle are fighting over custody of the girl, and the CAS may need to get involved. School is not going well for the girl right now, and it seems that one of her friends is involved in prostitution. Ken Kealey offers advice on how to deal with the problems, saying that it would probably be better to talk with the girl away from her tense home situation. He adds, "Give me a call tonight at home, to see how it works out."

The group takes a break. Some of the students gather around Ken Kealey and Roger Parent for help with their cases.

Ken and Roger take a few minutes to explain how the program began. Says Ken: "In 1975, I was talking with Constable Charlebois of the Nepean police. He said, 'We get a lot of kids we really don't want to have to charge.' I said, 'Why don't you give me a couple of them?' I asked Dunc Oliver, our Ottawa West office super-

visor at the time, if I could start up a pilot program, a pre-charge program, as opposed to post-charge."

Dunc supported the idea, and the program began with the Nepean police referring youngsters to Ken. Over the next few years, police forces in Ottawa, Rockland, Gloucester, Kanata and CFB Uplands signed on, and Carleton got involved. PIP has received publicity through Ken and Roger's tireless enthusiasm and has been featured on CBC and CTV television, and in the *RCMP Gazette* and other publications.

"It's an innovative program," Ken says, "partly because we've got such close contact with the police."

Often, Ken says, a cop's attitude to a social worker is, "We charge them, you get them let off." But because of PIP, he and Roger know they've won a lot of police respect.

Staff-Inspector Bob Woods of the Ottawa police agrees: "We've had an excellent working relationship with

Ken Kealey and Roger Parent. There have been other programs that may not have worked out well, but this one definitely has."

The figures speak for themselves — in 1984, the recidivism (relapse) rate was 16 per cent for kids from all areas involved; since it began, more than 1,300 young people have been helped through PIP. It now provides service to 10 new kids per month.

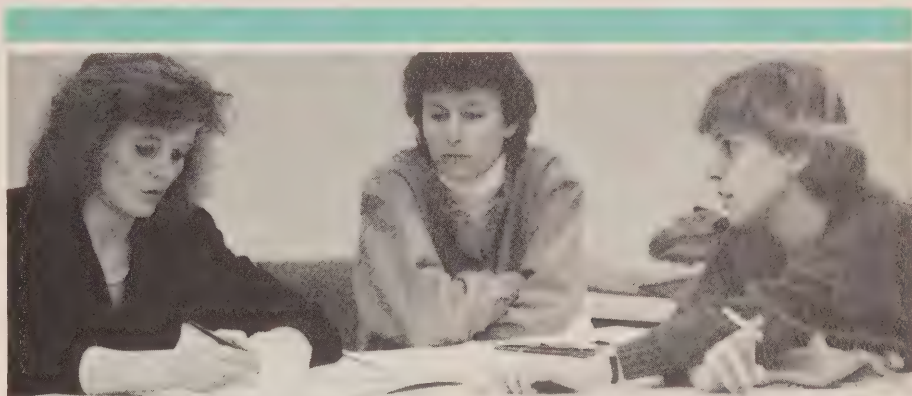
In addition to his work with PIP, Roger has a probation caseload of 10; Ken does court duty daily for the office.

"It's a lot of hours, a lot of work in the evenings," Ken says.

"But if you think somebody's getting something out of it..."

His voice trails off; you can tell he thinks it's worthwhile. "I'm not saying it will work everywhere, but it works here. I guess I'm biased." ●

*Robert A. Miller is the editor of Dialogue.*



*Constable Val Hutt of the Ottawa police, left, goes over a case with Carleton criminology student Sylvie Nadeau, right, at a weekly meeting of the Preventive Intervention Program. Student Jennifer Coolbear looks on.*



*Ottawa probation officers and PIP co-ordinators Ken Kealey, left, and Roger Parent, matching up criminology students with kids in the PIP program.*



# Plus de services et plus d'autonomie

par Sylvain Leclerc

“C e qui est bon pour le Ministère de l'Éducation c'est bon aussi pour les autres ministères.” C'est en ces termes sans équivoque que Pierre Landry prône le principe de la loi 75 qui assure une représentation aux francophones sur les conseils scolaires. Avec d'autres membres de la communauté francophone des comtés de Stormont, Dundas et Glengarry (SDG), Pierre Landry a négocié avec le Ministère des Services sociaux et communautaires une formule inspirée de la loi 75 pour l'appliquer au sein des services de développement pour les handicapés mentaux de SDG.

Le Conseil d'administration de l'organisme, nommé Centre des Services de développement de SDG, comprend une section française qui est chargée de l'administration de tous les services dans cette langue et jouit à cet égard d'une compétence exclusive (voir la section encadrée).

Le Centre est en soi une nouveauté; c'est le résultat d'une enquête menée par le bureau de secteur du ministère à Ottawa afin d'améliorer la coordination de six différentes agences de santé mentale qui opéraient dans les trois comtés. Elles assuraient des programmes de soutien familial et de stimulation précoce dont les bénéficiaires étaient surtout des enfants handicapés au plan du développement. En plus de fournir plusieurs services aux trois régions, les agences fonctionnaient soit en anglais, soit en français ou dans les deux langues.

Selon Leonard Kennedy, superviseur de programmes à Ottawa, le regroupement de ces différents services est la solution logique de l'enquête effectuée par le bureau de secteur. La fusion va permettre d'améliorer la supervision professionnelle des travailleurs: “L'enquête est un projet qui remonte à deux ans et demi. Quand notre rapport a été rendu public, nous avons organisé des réunions pour consulter la population au sujet du regroupement des services.”

C'est à ce moment que des voix se sont élevées afin de réclamer un service parallèle pour les francophones. Plusieurs intervenants en

éducation ou dans les services sociaux et de santé, pointent du doigt les institutions ou agences qui se disent bilingues. Ces intervenants, professionnels ou éducateurs, affirment que souvent les services pour les francophones y sont de deuxième classe et que les services à la majorité anglophone finissent inévitablement par monopoliser les ressources des organismes bilingues. Toujours selon eux, les francophones sont alors confrontés au choix de soit recevoir

des services ou soins mal adaptés à leur culture; soit de tout simplement s'en priver.

Les services parallèles représentent pour eux le moyen de mieux répondre aux besoins des franco-ontariens et d'assurer leur présence à tous les niveaux.

“Le problème avec les services parallèles, c'est qu'il y a dédoublement des services, donc augmentation des coûts. Le bureau de secteur ne voulait pas deux agences pour SDG. Voilà pourquoi notre choix était le service bilingue.” Leonard Kennedy s'est donc retrouvé face à face avec Pierre Landry pendant les négociations entre le ministère et un groupe de francophones de SDG directement intéressés par la question.

Le 25 juin dernier, Ken McDonald, directeur du bureau régional du Sud-Est et les responsables du bureau d'Ottawa ont rencontré les tenants du service parallèle à Cornwall.

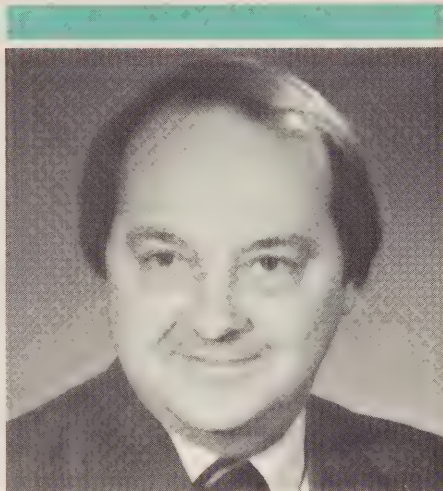
Un des participants à la réunion, Marc Godbout, était surintendant de la commission scolaire de SDG. Il connaissait à fond la loi 75 puisqu'il était chargé de sa mise en oeuvre à SDG. Il a alors développé avec ses collègues un concept de gestion basé sur la loi et qui serait aux yeux du ministère un compromis acceptable.

“Nous voulions établir le principe de juridiction exclusive des francophones en matière de services qui leurs sont destinés. Il nous apparaissait essentiel que les francophones disposent de pouvoirs décisionnels.”

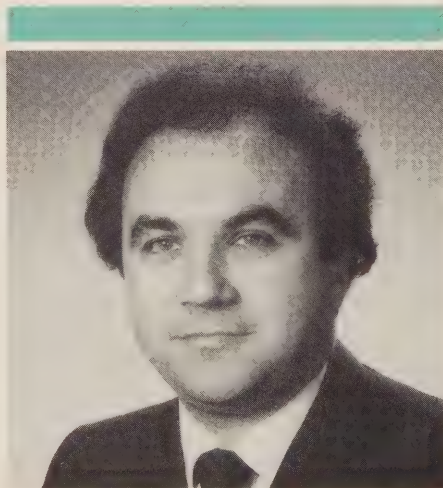
À défaut d'obtenir une application “pure” de cet énoncé de principe, le modèle de la loi 75 pouvait être considéré par tous comme un compromis satisfaisant; on évite le dédoublement des services mais chaque section linguistique peut exercer une forme d'autogérance et a une voix au conseil d'administration.

Expertise à l'appui et documents en main, les deux partis ont finalement opté pour ce modèle.

Pierre Landry est directement concerné par l'issue des tractations puisqu'il est lui-même à la tête d'une des agences qui a été intégrée au centre de services, l'Équipe psycho-



*Pierre Landry,  
directeur, Équipe  
psycho-sociale  
pour enfants et  
adolescents  
francophones de SDG*



*Marc Godbout,  
président, Conseil de  
l'éducation franco-  
ontarienne*



sociale pour enfants et adolescents francophones de SDG.

“L'idée a été acceptée, mais ça n'a pas été si facile que ça. Nous avions parmi notre groupe un avocat, Luc Diorio qui a établi les grandes lignes de la constitution alors que Marc nous a aidé à formuler un organigramme. Je crois que dans la province, on va suivre ce qui se passe dans SDG et ça pourrait prendre beaucoup d'ampleur d'ici un an ou deux.”

Pour Marc Godbout qui entretemps est devenu président du Conseil de l'Éducation franco-ontarienne, la mesure n'est qu'intérimaire et elle pourrait conduire à des entités francophones autonomes. Cette orientation de la gestion par et pour les francophones qui se réalise dans le monde scolaire va avoir de plus en plus de répercussions dans les autres services publics; il y a eu d'abord les écoles mixtes mais elles sont remplacées peu à peu par des écoles

totalement françaises. Ces écoles françaises vont maintenant passer sous la juridiction de sections françaises au sein des conseils scolaires mises en force par la loi 75. À Ottawa-Carleton, la transition est plus radicale; les institutions francophones vont avoir leur propre conseil scolaire homogène. Suivant la même démarche, les agences de services

sociaux qui sont bilingues ou qui vont avoir une section francophone pourront un jour être remplacées par des services parallèles. ●

*Sylvain Leclerc était un agent de projets spéciaux au bureau du coordonnateur des services en français du Ministère des Services sociaux et communautaires, Toronto.*

## Francophone community: More services, more autonomy

***A model based on Bill 75 (the Education Act) ensures more francophone representation on a Cornwall-area agency's board of directors.***

“If it works for the Ministry of Education, it can also work for other ministries.” Pierre Landry, manager of l'Équipe psychosociale pour enfants et adolescents francophones de SDG, does not mince words when it comes to endorsing the Bill 75 model, which ensures francophone representation on school boards. Along with representatives of the francophone community of Stormont, Dundas and Glengarry (SDG), he recently negotiated with MCSS to have this model applied to the board of directors of SDG Developmental Services Centre.

This Centre was established as a result of a study made by the Ottawa Area Office in view of co-ordinating the services offered by six mental health agencies in SDG. According to Leonard Kennedy, Ottawa Area Office program supervisor, grouping these services in one bilingual agency was the logical solution.

When the Ottawa Area Office study was made public two and a half years ago, the concept of parallel services for francophones began to be discussed. Parallel services, however, were not the ideal option for Leonard Kennedy: “The problem with a parallel structure is that it means that services are duplicated. This is why the Area Office had opted for bilingual services—we did not want two agencies for SDG.”

Many advocates in the fields of education, health and social services, however, do not agree with the bilingual services concept; they feel services offered to francophones are often lacking in quality since the needs of the anglophone majority take over the better part of available resources. Francophones are consequently left with inadequate services to meet their own needs.

A meeting was held in Cornwall in

June, 1986 to allow the Area Office and proponents of the parallel services model to discuss available options. One of the participants, Marc Godbout, a school board superintendent, was thoroughly familiar with Bill 75, having been responsible for implementation in his area. Along with Luc Dorio, a francophone lawyer, he developed a model which allowed francophones and anglophones to have control over their respective areas, while avoiding duplication of services. This solution proved acceptable to both parties.

The SDG Developmental Centre has been in operation since early April under the direction of Jean Marc Boisvenue. It provides specialized services to developmentally handicapped persons, as well as assessment and consultation services. The board of directors has nine members, four of which make up the francophone section. The section has exclusive jurisdiction over bilingual and French language services.

Pierre Landry's Équipe psychosociale pour enfants et adolescents francophones is one of the agencies incorporated into the Centre. Landry thinks that the rest of the province will be watching how the new service model is going to work in SDG.

Marc Godbout, recently appointed chairman of the Council for Franco-Ontarian Education feels that guaranteed representation is an interim solution only and that autonomous francophone units will eventually be established. He says the move toward management of services for francophones by francophones now under way in the education system will have an increasing impact on other public services. ●

—summarized by  
MCSS French Language Services

## Un seul numéro de téléphone à composer...

Pour faire appel aux services qui auparavant étaient logés à six différentes adresses, la population de Stormont, Dundas et Glengarry peut maintenant signaler un unique numéro de téléphone pour entrer en contact avec le Centre des services de développement de SDG. (4 chemin Montréal, pièce 300, Cornwall, Ontario K6H 1B1) Tél.: (613) 932-1212.

Le Centre a la même vocation qui était dévolue aux agences précédentes, c'est-à-dire qu'il offre des services d'appui aux enfants ou adultes handicapés mentalement et à leur famille. Il est entré complètement en opération au début d'avril soit deux mois après la nomination de son directeur général; Jean-Marc Boisvenue.

La gestion de l'organisme est confié à un conseil de neuf administrateurs. Parmi ces membres du conseil, quatre ont des compétences exclusives en ce qui concerne la section de langue française:

- La planification et l'organisation des services en français ou bilingues;
- Leur expansion et leur compression;
- Le recrutement du personnel;
- L'autorité nécessaire pour conclure tous les contrats ou ententes nécessaires à l'administration des services en français. ●



# Pembroke's "job coach"

by Dave Rudan

**T**he demise of a major local company should inhibit a vocational rehab counsellor's positive attitude toward finding employment for developmentally handicapped clients, but that's not the situation in the MCSS Pembroke office.

When Ken Hooles was a vocational rehabilitation counsellor he adapted a New York program he heard about on the radio. The concept employed a "coach" who worked one-to-one with a mentally handicapped person on the job. Girlie Kidd at the Pembroke ARC Industries liked the concept, and with funds from a Canada Works summer experience program they hired a student to guide two clients who had the potential to achieve gainful employment.

"The student was much more than a teacher," said Ken, who is now the ministry's local manager in Pembroke. "They had to do the job and the client was along side, duplicating every step until they learned how to do the work independently."

Small operations with under 10 employees have been the principal source for the job training program Ken labelled as the "Job Focalizer." The name was changed because few

people knew what "focalizer" meant and it sounded a little rude, said Imelda Duquette, the program's current VRS (Vocational Rehabilitation Services) counsellor.

According to Ken, employers had nothing to lose. The student did the job to begin with; the student trained the client and provided back-up support. The employer didn't have to use their time in training, the work was first-class and by the end of the summer the employer had a dependable person who enjoyed the job.

For the last five years, the Job Coach Program operated only in the summer due to the availability of grants. This year a Job Development grant from Employment and Immigration Canada has enabled Pembroke ARC Industries to hire Blair MacKinnon as their first full-time "coach."

While there are other one-to-one programs around the province, this joint project with the Pembroke and District Association for the Mentally Retarded and the ministry is unique, since all of the developmentally handicapped people with potential are first assessed by VRS, said Imelda Duquette.

The client never loses by participating in the project either, explained Ken. Clients who have returned to ARC have a different attitude toward work because of their experience in a competitive workplace. "They seem to have a better acceptance of the position," he said.

"We view 'success' when a person attains full-time, part-time, or seasonal employment," said Girlie Kidd. "We never close a file on a person; therefore, if things don't work out, they have a place here," she said. The Pembroke association handles administration and day-to-day supervision, while VRS provides the trainee's allowance, safety equipment and employer incentives.

After a candidate has been assessed by VRS, the coach canvasses potential employers where he feels the candidate would be successful.

"My job will be to determine the culture of the workplace, and cultivate a relationship between the employer and my clients," said Blair MacKinnon. Once a client feels reasonably confident with the job, the coach is able to start the process again with a second client. ●



*On his first day at work as a "job coach," Blair MacKinnon is coached himself by Girlie Kidd of ARC Industries and Imelda Duquette, right, a vocational rehabilitation counsellor in the MCSS Pembroke office.*



Name change to  
Employment Equity

by Estella Cohen

And yet another change in the program! The name change from Affirmative Action to Employment Equity more accurately reflects the program's focus and activities in ensuring equal opportunities for women in training, development and job competitions.

Employment Equity was first coined by Judge Rosalie Abella in her 1984 Royal Commission Report called *Equality in Employment*. In her research Judge Abella found that the term affirmative action was too ambiguous and confusing and generally had negative connotations from the American experience. She writes in her report: "The term of affirmative action often produces emotional responses and the words themselves trigger intellectual resistance." She recommended employment equity as a Canadian alternative.

The change in name is the first step to be taken in ensuring that the workforce reflects and is representative of Ontario's population. To achieve this, we at MCSS are currently in the process of developing an employment equity program that will address the needs of various groups including visible minorities, the physically challenged and natives. We will keep you informed as changes take place. ●

*Estella Cohen is the manager of the MCSS Employment Equity Program.*

Employment equity  
in the Ottawa area

by Debra Tackaberry

As this edition of *Dialogue* includes several articles on the ministry's Southeast Region, it is appropriate for me to highlight my contact person for employment equity activities in the Ottawa area. Helen Kennedy is an income maintenance review officer with the ministry's Ottawa Area Office. She audits and reviews municipal welfare programs and provides administrative support to the day care unit. Originally from Montreal, Helen began working for the Ontario government in 1973, and has been with the Ottawa Area Office for the

past eight years.

As a result of a seminar presented by the Regional Delivery Task Force of the Affirmative Action Council in Ottawa in 1984, she became a member of the steering committee to establish an interministerial committee for the Ottawa area. Helen's interest and commitment to women's issues grew over the next few years and in 1987 she has completed her second year as chairperson of the Ottawa Interministerial Committee.

Helen is very proud of the committee's accomplishments and feels it meets the goals of the provincial employment equity for women program. The committee provides information on women's issues, co-ordinates training courses related to career development and has built an informal network among the ministries in the Ottawa area.

Helen is an invaluable asset to me and the Employment Equity for Women Council in the delivery of employment equity activities for our program. Her involvement in the program has been a great learning experience and has given her the chance to meet with staff from other ministries and to exchange ideas. Keep up the good work Helen! ●

*Debra Tackaberry is the MCSS employment equity program officer for Southeast and North Regions.*



*Helen Kennedy, MCSS employment equity contact person in the Ottawa area.*

1987/88  
Employment Equity  
Activities

The following workshops/seminars are being co-ordinated by the Employment Equity Program. The consultant for all these activities is Ruth Markel of R.N.M. Enterprises. Ruth is well known in the Ontario Public Service and has lectured at Ryerson Polytechnical Institute, the University of Toronto and the London School of Business in London, England.

Management Skills  
Workshop:

This three-day workshop is for management and entry-level ministry employees who want to increase the effectiveness of their management skills, improve their understanding of behaviour and motivation of employees and develop their communication skills. This workshop will allow the participant to examine in detail the theories and skills necessary for effective management. It will be held August 11-13 and next January 26-28.

Executive Series:

A series of four workshops: Negotiation Skills—September 17-18; Strategic Planning—October 1; Organizational Politics and Power—October 15; and Presentation Skills—November 6.

This series is designed for employees at senior management level who want to further develop their planning, negotiating and communication skills. The series will be available in its entirety only. Registration for individual workshops is not available.

Negotiation Skills:

In this two-day workshop participants will develop an overall negotiating strategy suited to their particular style and requirements. They will learn to evaluate the rate and degree of concessions allowed, the magnitude and credibility of promises and threats, the various types of negotiating behaviour and other tactics and reactions. March 1-2, 1988.

For information on these and other activities, call the Employment Equity Program at 963-1976. ●



# The Social Assistance Review

*Hearing what the people have to say about Ontario's social assistance programs.*

by Michael Kurts

Carol just happened to be in the Sudbury Civic Centre meeting with her municipal welfare worker.

On her way out of the building, the 19-year-old single mother of two children noticed the public hearing of the Social Assistance Review committee in the regional council chamber and decided to listen for a while.

She identified with what she heard ... people on assistance telling their stories and recommending improvements to the system.

Carol knew she had something to tell the committee, too.

It took a bit of coaxing from a group of single mothers who were already scheduled to make an appearance. But eventually she did come forward. And she gave an eloquent, moving account of the day-to-day problems she faces.

She told of going on assistance in 1984 and receiving \$450 a month. "It's terrible to say it but I used to go into the IGA and I used to steal food, just to eat. And that was macaroni for four months ... just enough for my baby to eat."

And she talked about the stigma she faces as a recipient of assistance. "People look at you as if you're a bum

... more or less nobody."

In one form or another, Carol's story was repeated at every one of the public hearings in 14 cities visited by the Social Assistance Review.

There were 23 days of public hearings from October to late January and thousands of pages of briefs. But through it all some common themes kept on coming across.

An overwhelming number of presenters said levels of social assistance simply are not high enough. In addition, the high cost of housing is causing serious problems.

Like Carol, many talked about the stigma they live with. A lot of Ontario residents still think of social assistance recipients as "welfare bums" who are simply too lazy to work.

Many presenters said there is a need for improved work incentive programs to help get more recipients off of assistance and back into the workforce.

Sometimes the presentations were emotional personal accounts. Sometimes, they were specific, itemized lists of a system the presenters said does not meet the needs of Ontario's poor.

Always, they were of immense value to the committee that has been

given the job of examining and recommending improvements for a "thorough overhaul" of the province's social assistance system.

The review committee was appointed by the minister last July 7.

The 12 members of the committee are well suited to the job. They include representatives from municipalities, the native community, labour, business, the church and former recipients of social assistance.

Heading up this diverse group is George Thomson, whose name is familiar to many employees of the ministry. George worked at one time as the Associate Deputy Minister at MCSS.

Before that, he was a family court judge whose unorthodox style, which included a classic Triumph motorcycle and a leather jacket, has not been forgotten in Ontario legal circles.

George's appointment to the Social Assistance Review was welcomed by all sides. Interest groups, social workers and politicians lauded the choice of the man many still call "Judge" Thomson. One Toronto newspaper even referred to him as a "visionary."

And he is pleased by the high degree of interest that was sparked by the work of the Social Assistance Review.

In every city the committee visited, members heard from a minimum of 20 people a day. So many people and groups wanted to make presentations that the committee had to schedule additional days of hearings.

Despite the large number of presenters, all of the hearings went remarkably smoothly. Credit for that goes to Trinela Cane and her staff on the review committee's consultation team.

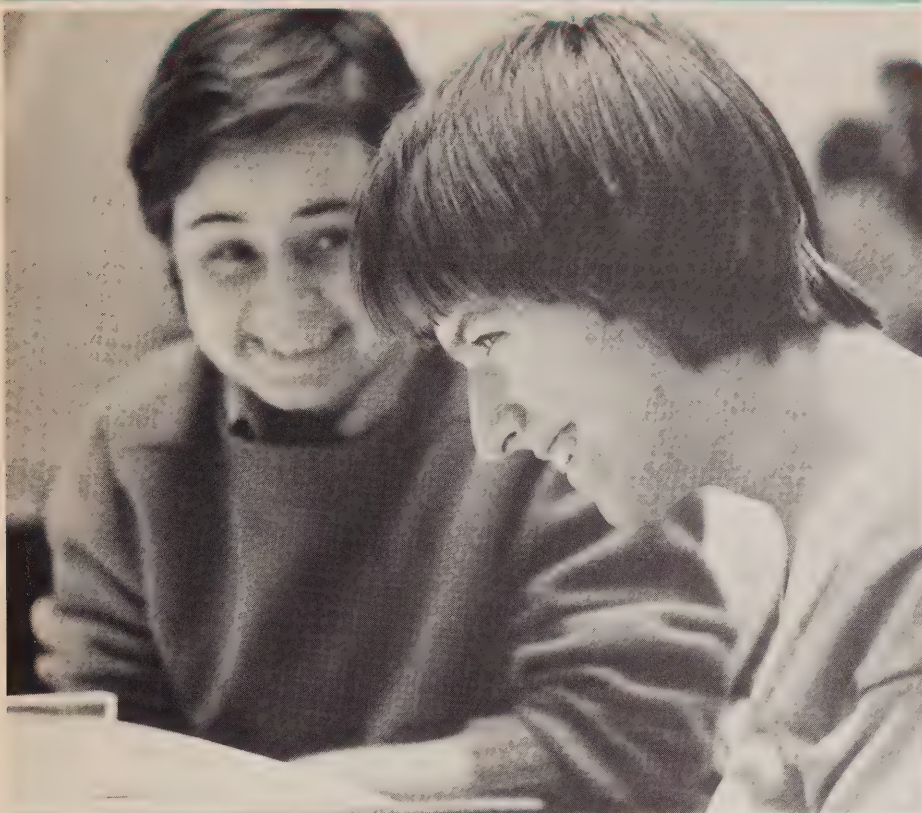
Trinela's group made sure that committee members had all the information they needed during the long hours of hearings.

Starting at nine in the morning, most of the hearings extended well into the evening. And in addition to the scheduled presenters, the committee welcomed people who had not made any arrangements to speak but still wanted to be heard.



*Social Assistance Review Committee members (left to right) Owen Burey, Wally McKay and Fern Stimpson.*





*Representing PUSH (People United for Self Help) are Gerianne Van Vugt, right, and Sue Molyneaux, photographed just after their presentation at a Social Assistance Review hearing in Toronto. Gerianne is the co-ordinator of PUSH Central and Sue is a secretary with the organization, which was formed in 1981 to represent people with any type of "dis"-ability.*

One of those unscheduled presenters was Ron, a 21-year-old who suffers from the reading disorder, dyslexia. He wept as he told the committee members of his efforts to improve his education.

"I want to learn to read and write—to be in a job like you." At the end of his presentation, the audience and the committee gave him a round of applause.

Some groups got their messages across using unique methods, including posters, videotapes, slide shows, music, even theatre.

An Ottawa trio called "Mothers Against Poverty" started their presentation with a song, *Let us call you Momma*:

*"Let us call you Momma,  
We're in love with you,  
We will pay you nothing,  
For the work you do."*

They finished with a mini-play about the frustrations of being a single mother on assistance.

Before their presentation was over, one committee member was in tears.

The presentations by recipients left a mark on all committee members.

"What all of us have heard from all the people who have come to speak to us is that they want to work," said

committee member and Toronto councillor Joanne Campbell. "They want to live productive lives. They are not simply whining for more money."

Recipients of social assistance were joined at the hearings by other groups. Legal clinics, labour councils, community organizations, residents' associations and municipal agencies made presentations in every city the committee visited.

These groups presented the committee with briefs that were impressive for the calibre of their research and the strength of their advocacy for Ontario's poor.

For example, the Social Planning Council of Metropolitan Toronto provided the review committee with a thoughtful report called *Living on the Margin*, which documented the extent of poverty in Ontario and prescribed a comprehensive list of measures to eliminate it.

Besides the public presentations, there were many written briefs submitted. And in every city where there was a hearing, committee members met privately with ministry FBA and municipal welfare staff to get a fieldworkers' point of view on what changes are needed in the system of social assistance.

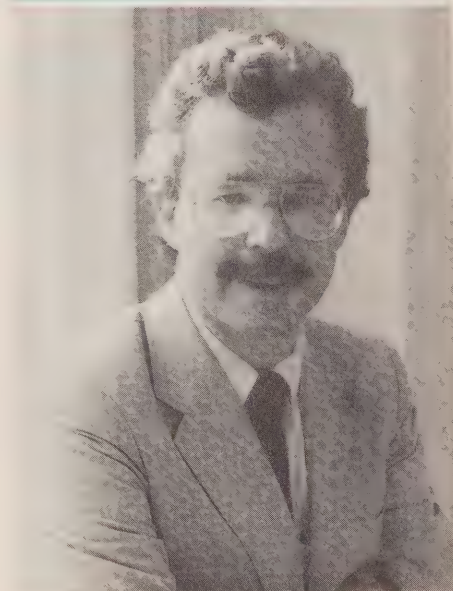
But now that the public consultations are over and all of the briefs have been submitted, the work of the committee is far from over. It has already begun the difficult task of taking all of the information gathered and, by the fall, translating it into a report, complete with detailed recommendations for change.

The committee members will have to deal with a wide range of issues and come up with the best way of solving the problems.

But they are not alone in that daunting task. Some very capable people have been assigned to help them. Debbie Oakley, the review's project manager, will continue her job of guiding the entire process.

John Stapleton of the ministry's Income Maintenance branch is on secondment to the review. He and Patrick Johnston, formerly of the National Anti-Poverty Organization, will guide the research effort so essential to the process.

However, the job of determining the contents of the report and deciding on its recommendations ultimately lies with the committee members.



*George Thomson, chairman of the Social Assistance Review.*

Chairman George Thomson knows the job will not be an easy one. But, given the excellent group of committee members he is working with, he is confident the final product will be worth the effort.

"It's a fascinating mix of people. It may not be the easiest group to get to a consensus, but every viewpoint is represented around the table." ●

*Michael Kurts is a writer in the MCSS Communications Group.*



# New directions in foster care

*The challenge: to attract and retain the high-calibre foster parents that the future will demand.*

by Chris Ferguson

“To hear a child laugh, and to see its expression gradually change from dullness to one of happiness” is one of the great satisfactions to be derived from foster parenting, says Eileen Holmes, a 26-year veteran of the foster care program and president of the Foster Parents’ Association of Ontario (FPAO). Despite the rewards of foster parenting, however, foster parents and the foster care program itself face daunting challenges in a situation which is continually increasing its demands on everyone involved.

The chief sources of these challenges are the children coming into foster care. Eileen calls them “the cream of the crop,” the left-overs after all the preventive approaches to their family woes have failed.” She observes that foster children are “much more disturbed than five or 10 years ago.” Her observation is shared by Maureen Robinson, foster care coordinator with Northumberland Family and Children’s Services. “The kids today frequently have mental health problems, yet they are also very worldly compared to children of years past,” Maureen says. “We get older five-year-olds than we used to.”

The changes in foster care clientele, smaller numbers but more troubled children, reflect changes in the approaches of care providers to family and children’s problems. “We try harder than ever before to keep families together,” notes Greg Dulmage, who represents the Ontario Association of Children’s Aid Societies (OACAS) on the Foster Care Coordinating Committee, which brings foster care providers from OACAS, the FPAO and MCSS together to co-operate in foster care development and planning. Greg continues, “Only the ‘worst case’ children are removed from a family; foster care is now our last option, instead of the first.” Adds Pat O’Brien, MCSS member of the Coordinating Committee, “The policy of deinstitutionalization has increased the number of foster home placements of children with special needs requiring special care.”

The impact of these developments on foster parents and their families is enormous. “It isn’t enough to make sure that the children are well-fed and properly dressed today,” says Maureen. Eileen describes an exhausting routine of transportation to and from special education classes and therapeutic sessions for the four boys in her North York group home;



If you think having  
a foster child is tough,  
try being one.

## FOSTER CARE

Imagine being the 10 year old boy who wishes words were the only abuse he took.

Or the 12 year old girl who freezes every time her father comes near. These kids, and many more like them, are trapped in problems they didn't create and don't understand.

They're hurt, distrustful, and yes, they can be a real handful.

Until their parents can take care of them again, they need a normal home life. The kind you can provide.

It's a tough job, but social workers will give you their full support. And any special training you may need.

Fostering is not for everyone. But then life's most demanding and rewarding jobs never are.

Contact your Children's Aid Society or Family and Children's Services. Once you've helped, you'll find the toughest part about having a foster child is having to say goodbye.



Ministry of  
Community and  
Social Services

Hon. John Sweeney,  
Minister

*This advertisement aimed at potential foster parents appeared recently in Ontario newspapers. It was part of an extensive print and broadcast campaign sponsored by the Ministry of Community and Social Services, and developed by Anderson Advertising of Toronto.*



"there's a terrible disruption in your own family life — the kids just don't fit into the family any more."

Today's foster parent must combine the love for children one would traditionally expect with a rugged emotional constitution. "Foster parents need to be able to give a great deal emotionally and expect nothing in return, because for some children it's impossible to reciprocate caring feelings," says Pat.

There is a need for constant vigilance against emotional outbursts which can be very destructive. "I protect myself, because I could be hurt very easily," says Eileen, whose four foster children range from 11 to 13 years of age. "I've had to learn to recognize the breaking point, and then to get out of the way!"

It is quite common for a child sent to their room to simply demolish the furniture in a blind rage, although Eileen quite vividly remembers checking up on one ominously quiet little boy, only to discover him "reading his rights" from the MCSS foster care policy book, which regulates the time a child can be detained alone for disciplinary reasons.

The foster parent "must be able to share parenting with the natural parent," says Pat; because of the emphasis on family reconciliation, "foster and natural parents have more contact than ever before." Eileen recalls relationships with natural parents ranging from "beautiful" to "horrendous"; it is hard to send a child home on visits when he returns with complaints about how he was treated. In general, Eileen feels that an increasing number of the parents she deals with "are simply incapable of parenting any more." She feels some sympathy, too, for natural parents who feel they can't "compete" with the material advantages of the foster home — she has heard natural parents despair at their children's complaints about the lack of stereos, televisions and other luxuries at home. The foster parent frequently acts as the bridge between parents, children and social workers, a demanding role requiring patience and unflagging concern for the child's best interests.

Considering the great stress involved in foster parenting, it is not surprising that a major issue in the foster care program is the provision of relief — someone to handle the foster children while the foster parents have time to themselves. Foster parenting is truly a 24-hour-a-day job; even when foster children go home to visit, their foster parents are on call to

handle a potentially traumatic situation. "We are not using our resources very well in the provision of relief," contends Eileen, who also maintains that MCSS has not provided adequate funding or encouragement for relief programs, despite the fact that ministry policy guidelines call for improved relief services. The inadequacy of relief services is cited as a major contributor to foster parent "burn out" and the loss of experienced, well-trained foster parents from the program.

Another source of frustration for foster parents is the feeling of over-regulation. Parents like Eileen feel that they cannot extend the kind of parenting they would give their own children — Eileen is the mother of four grown children — because of strict limitations on disciplinary methods (all forms of corporal punishment are forbidden), for example. Officials like Maureen sympathize with foster parents on this issue, but point out that "foster children are a part of the foster family, but they cannot be treated as one's own children." "A higher onus is placed on care providers to provide superior care to improve the child's situation," adds Greg. "Quality care must be accompanied by strict accountability in all respects."

The potential for abuse of regulations designed to protect children does exist. Greg acknowledges, "There is a manipulative type of kid who is dangerous; the potential for false allegations is worsening." Eileen cites reports of foster fathers being warned by agency officials not to be in situations alone with a female foster child, and of false accusations of abuse motivated by anger about disciplinary measures. In Eileen's view, more legal support is required to allay foster parents' fears that they may have to incur large financial costs and personal stigma over false allegations.

"A job without adequate reimbursement or recognition" is how Maureen describes foster parenting. "After 26 years of service, there's nothing financially at the end of the road," remarks Eileen. "I believe 100 per cent that the entire board rate scale must be upgraded quickly to keep the system going." Foster parents receive a per-diem board rate for the care of a child, rather than a salary.

The issue of inadequate funding invariably arises in conversations with everyone involved in delivering foster care. Eileen notes that foster parents are asked to care for "deinstitutionalized" children for a small

fraction of the institution rates. Compensation for the increased wear and tear on one's property that foster care entails is nil, and frequently money for transportation to and from therapy and special classes is inadequate. Maureen agrees that funding must be improved, especially as the children coming into foster homes require more specialized care.

Many people in the field believe that foster parenting is moving toward recognition as a profession involving highly motivated, skilled and regulated people. Through their local associations and the FPAO, foster parents are increasingly calling for better board rates, more consultation in care planning and some form of remuneration, including pensions, for their vital contribution to child care. "We should be able to make a modest dollar from foster parenting, without shame; it's hard work!" Eileen maintains, favouring the establishment of salaries for foster parents.

Everyone agrees that the future of foster care involves increasingly disturbed youngsters being cared for by increasingly specialized foster parents. Many skills will be needed by foster parents to cope with the traumatic after-effects of physical and sexual abuse and drug and alcohol addiction from which experts anticipate an increasing proportion of foster children will suffer in the years ahead.

Effective answers to the problems of funding, recognition and legal support will be essential to attracting and retaining the high-calibre foster parents that the future will demand. One source of optimism is the trend toward better communication and cooperation between foster parents, children's aid workers and MCSS, enhanced by the Foster Care Co-ordinating Committee and a refreshing new assertiveness on the part of foster parents.

What is unlikely to change, however, is the quality which immediately strikes anyone when dealing with those involved in providing foster care: the powerful commitment to giving compassionate care to children in need, however unappealing and unappreciative those children may seem. It is this commitment to caring that is the foster care program's greatest strength in facing the trying tasks of today and tomorrow. ●

*Chris Ferguson works in Program Information in the MCSS Communications Group.*



# At Hope Farm, Manitoulin Island

Story and photos by Prudence Whiddington



*Each worker takes his or her turn in keeping the Hope Farm workshop swept and clean at all times.*

**“F**or the things we have to learn before we can do them, we learn by doing them,” wrote the Greek philosopher Aristotle, almost 2,500 years ago.

At Hope Farm on Manitoulin Island they also learn by doing, thus following in the footsteps of countless other men and women since the beginning of civilization.

The farm stretches across 40 hectares (100 acres) of field and bush on the western outskirts of Mindemoya. It is owned and operated by the Manitoulin and District Association for the Mentally Retarded.

Set well back from the road stands the stately old farmhouse, now a group home—the only one on the Island—where eight residents live. Up to 10 trainees from other areas of Manitoulin join them daily for farm work and furniture making—and, of course, for the noon meal.

Learning by doing is both practical and effective. Through the farm and furniture building program, and the residential program, the 18 developmentally handicapped adults at Hope Farm are becoming increasingly self-reliant and independent as they learn and practise job skills on the job.

Tending the 70 sheep is one important job skill, for the flock is Hope Farm’s “commercial crop.” The wool on these sturdy Suffolk sheep grows thick—thick enough to keep them warm even in the coldest winter temperatures. If the animals do need shelter during a blizzard, they can huddle together in the barn until the storm has passed.

The farm’s 24 chickens, four pigs and 17 ducks must also be fed and kept clean—a friendly chore that is so much a part of normal life in rural areas, yet one that also provides a job-skills opportunity at Hope Farm.

But the farm program has a second part to it: furniture building. The hand-crafted furniture built from local cedar by the trainees at Hope Farm has earned the farm an enviable reputation for the production of high-quality merchandise.

Cedar Croft, as the workshop is called, has been so successful that last year an extensive addition was built on to the original premises. Funded



by MCSS, the Manitoulin and District AMR and private supporters, the addition enables an increased number of trainees to gain work skills and experience. It also provides much needed extra work space, a paint and varnish room, and a lunch room.

The outdoor furniture—garden tables, chairs and benches—is popular among residents and visitors alike; the requests for indoor furniture, often expressed as special

orders, are such that the supply can hardly keep pace with the demand.

But for the special craftsmen and women, who have so painstakingly learned their skills, a factory-style and more competitive operation might not necessarily mean a more successful or more secure future.

The “cottage industry” at Hope Farm offers opportunities for personal satisfaction, through the production of well-crafted and appre-

ciated products. The furniture builders can follow the progress of the chair or table from rough board to finished piece; they see their achievement in the final product; they know that what they have done is worthwhile. Can their counterparts on the production line say as much? ●

*Prudence Whiddington is a writer in the MCSS Communications Group.*



*In the Hope Farm workshop, a table is sanded smooth.*



*Hope Farm instructor Jeff Pyette, left, and one of his team change a mower blade.*

## Investing in your health



**Federated  
Health  
Campaign**

**A**s this issue of *Dialogue* went to press, the 1987 Federated Health Campaign was in its final stages, ending on May 5.

Last year, the campaign broke the half million dollar mark, raising a grand total of \$514,981 for federated health campaign charities. This year the government goal was \$525,000.

In 1986, the Ministry of Community and Social Services aimed for \$15,000 and—with your help—raised \$21,023, winning a special award for increased participation. This year, our target was \$18,000, but campaign co-ordinator Bernice Wilkinson of Operational Co-ordination said, “Our real goal is to surpass last year’s success and reach a 100 per cent participation rate.”

MCSS won another award in 1986—first prize in the hat parade held at Queen’s Park. This year, we tried for first place again with our special mascot for the Health Olympics.

Working with co-ordinator Bernice Wilkinson on the MCSS campaign committee were: Pat Mejias, deputy co-ordinator; Anne Marie Hili, treasurer; and Elizabeth Marsh, publicity.

The 1987 campaign had two main thrusts: to promote wellness in our everyday lives and to provide funds for medical research. The 1987 Federated Health Campaign charities were: Alzheimer Association, Arthritis Society, Cancer Society, Heart and Stroke Foundation, Lung Association, Kidney Foundation, Diabetes Canada, Hemophilia Society, and the Paraplegic Association. ●

—Elizabeth Marsh



# Bill 165: The Adoption Disclosure Statute Law Amendment Act

by Elizabeth Marsh

**B**ill 165 received its first reading on December 1, 1986, the culmination of several years of discussion, consultation and preparation. The purpose of the bill is to overcome the extremely restrictive measures of the Child and Family Services Act (CFSA) as applied to adoption disclosure. Proclamation is expected this summer.

The CFSA allowed disclosure only through the Voluntary Disclosure Registry and only with the consent of three parties: the adult adoptee, the birth parent and the adoptive parents. Thus it was possible for an adoptee to reach middle age and still require consent from adopting parents before receiving information about birth parents.

Under the CFSA, not even non-identifying information, that is, general background data that do not reveal identity, could be released without consent of both adopting parents and birth parents.

The CFSA provided for a Voluntary Disclosure Registry that was completely passive. Birth parents seeking children and children seeking birth parents could register and be put in touch with each other, but no assistance was offered to help an adoptee or a birth parent in conducting an active search.

Although changes to the adoption disclosure portion of the CFSA were clearly overdue, it took time and much consultation to arrive at decisions that would be sensitive to the needs and wishes of all those affected by an adoption. It was necessary to strike the best possible balance between the right of the individual to privacy and the right of adoptees to know about their past.

Early in 1985, MCSS commissioned Dr. Ralph Garber, dean of the faculty of social work at the University of Toronto, to review the whole matter of adoption disclosure. His report, released in late fall, 1985, advocated easier access to both non-identifying and identifying information for all those affected.

Although the ministry believes in a more open approach to adoption disclosure, MCSS was not prepared to accept Dr. Garber's most radical recommendations, which would allow adult adoptees to receive identifying information without the

consent of birth parents.

However, many of Dr. Garber's recommendations were incorporated into the new policy and careful consideration was given to the comments and concerns expressed by adoption agencies and others involved in the adoption process.

Bill 165 takes into consideration birth relatives other than parents and adoptees. For example, grandparents, even those who may have helped raise the child, had no right to receive information from the former Voluntary Disclosure Registry.

In another scenario, three siblings might have been placed for adoption in three different homes. Under the old legislation, those children could live out their lives believing they have sisters or brothers, longing to find them, but unable, legally, to obtain information that would lead to a reunion.

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## ***Striking the best possible balance between the right of the individual to privacy and the right of adoptees to know about their past.***

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Bill 165 attempts to respond to the deeply felt need of the adoptee to find his or her birth relatives, while respecting the need of birth parents for confidentiality.

MCSS takes the viewpoint that birth parents have a right *not* to be found, if this is their wish, and the amended legislation permits disclosure of information *without consent* only in exceptional circumstances. For example, disclosure of information might be necessary to protect someone's health, safety or welfare. Or, if a birth parent or birth relative has died, cannot be located or lacks capacity to consent, the identifying information may be released. But first, every effort would be made to find the person whose disclosure is required and to seek that person's consent.

The following are highlights of Bill 165:

Adult adopted persons, 18 and over, and their adult birth relatives (birth parents, adult siblings, grandparents), will be able to obtain identifying information about each other by mutual consent through the Adoption Disclosure Register. This could, if desired, include information

from the adoptee's original birth registration.

Non-identifying information will be released on request to all adults affected by an adoption: adoptees, adoptive parents, birth parents, adult birth siblings and birth grandparents.

Counselling is made available when non-identifying information is given and counselling is mandatory before identifying information is disclosed.

The position of Registrar of Adoption Information has been created to oversee disclosure and provision of related services.

On request of an adult adoptee, the Registrar will conduct a discreet search for birth parents or specific birth relatives.

Since MCSS possesses the identifying information, the Registrar can trace birth relatives more easily and discreetly than adoptees can on their own. As well, the mandatory counselling and sensitive mediation provided before a face-to-face meeting of adoptee and birth relative can make the trauma of meeting less stressful.

The Registrar may disclose identifying or non-identifying information to any person if someone's health, safety or welfare requires it. Non-identifying information is given to adoptive parents for them to share with the adopted child at their discretion.

Provision is made for disclosure of information relating to out-of-province adoptions, that is, where an adoption may have been arranged in Ontario but finalized in another jurisdiction.

Information may be withheld if disclosure is likely to result in serious physical or emotional harm to any person. The person refused information has a right to a hearing by a review board.

Said Minister of Community and Social Services, John Sweeney, "These amendments reflect the desire of my government for a more open approach to adoption disclosure, while respecting the right to privacy of the individual. The amendments are designed to reconcile, as harmoniously as possible, the wishes and needs of birth parents, adoptive parents, children and relatives involved in the adoption process." ● Elizabeth Marsh is a writer in the MCSS Communications Group.



# Renovation for rehabilitation

by Dave Rudan

Structural engineering and architecture are not subjects normally associated with social work. But in the field of vocational rehabilitation, some familiarity with these topics is becoming essential in helping disabled persons to maintain their independence.

Chris Bamber, a counsellor with the MCSS Sudbury District Office's vocational rehabilitation program, found that house renovations to accommodate a client's wheelchair could end up to be a costly exercise. For example, attempt to make a new entrance by removing a "load-bearing" wall and you run the risk of having a roof with ground-floor access. Knowing local building bylaws is important too: an elderly homeowner invested thousands of dollars to install an outdoor wheelchair lift, only to discover that if he used the device he would be charged for breaking the law.

Chris wrote a memo requesting training, which was passed to the regional management team. They thought it was a great idea and asked if he would develop a three-day workshop for the North Region. With the help of colleagues, the north's first training seminar on renovation and home modifications took place last November at Sudbury's Holiday Inn.

The province has many contractors and architects, but few have the experience and sensitivity to service the needs of disabled people, said Ken Snell, an architect with the Barrier Free Design Centre of Toronto. Illustrating his point with slides, Ken showed a Toronto office building with a concrete ramp leading to five steps; another was of a building for disabled children with a proper ramp. Unfortunately a street curb prevents use of the entrance ramp.

Yvonne Green, a counsellor with Barrier Free, uses a wheelchair. She stressed that accurate measurements and consideration of the person's lifestyle were crucial in home renovations. A floor plan of a typical bathroom was marked out on the conference room floor and the 35 workshop participants were given the practical task of suggesting renovations that would accommodate Yvonne's special needs.

When measuring a woman, consideration must be made for the type of

shoes she is wearing.

"My knees are higher when I'm wearing pumps. If you measure me when I'm wearing runners, I won't be able to get my legs under a counter when I have high heels on," she said.

It is also important to have an understanding of building principles, codes and municipal bylaws because of the administrative costs involved, Ken stressed. A building permit for a bathroom renovation might also require plumbing, electrical and heating permits. All are in different municipal departments and all have their own inspectors, he said.

The amount of property and the

age of a house have to be considered.

An older house might not have the electrical power to meet current National Research Council standards for electrical lifts. The costs of renovating might outstrip the value of the home, Ken added.

He acknowledged that the information they were providing could be overwhelming and that was one reason why their non-profit group was established in 1984 to assist the disabled community. Ken recommended that counsellors research their projects thoroughly and query experts before discussing terms with clients. ●



*Yvonne Green, of Barrier Free Design Centre, Toronto, uses a wheelchair for mobility. Ministry vocational rehabilitation counsellors Doug Hill (kneeling) of New Liskeard and Chris Bamber of Sudbury, are measuring to determine what modifications would have to be made to the floor plan that is laid out on the conference room floor, to accommodate Yvonne's chair and her special needs.*

Dave Rudan



## ROUND THE REGIONS

### That our hearts could be so light as a helium balloon



Ruth Cooper-Dickout

*Anne, the first recipient of CPRI's helium-filled "Buddy Balloon" and "Buddy Button" with Eugene Sorin, CPRI administrator, and Margaret Butler, assistant volunteer co-ordinator, left.*

In his quest for excellence, Eugene Sorin, administrator of the Children's Psychiatric Research Institute (CPRI), London, is always looking for new methods to make our clients a little more comfortable as well as making CPRI more user-friendly.

Any visit to the doctor can be stressful to young clients, as well as their parents. Thus, a new program of "Buddy Buttons" and "Buddy Balloons" was implemented. These are available to all children who come through our front door. Anxiety and stress are immediately transformed into smiles and warmth.

A young resident of CPRI named Nadine was commissioned to develop the actual design used for the "Buddy Buttons" and "Buddy Balloons"; she was very enthused when we actually went into full-scale production. Her design will live on for many years to come, along with the many smiles and warm hearts of the recipients. ●

**Brenda Pilley**  
Volunteer services co-ordinator  
CPRI, London

## New Ottawa area manager

Pierre Lalonde, who is no stranger to ministry and agency people in the Ottawa area, took over as manager of the MCSS Ottawa Area Office in February. Pierre had been manager of Community Services for the past three years, and for five years before that, from 1979 to 1984, had been a program supervisor.

His philosophy of personnel relations is simple. "Maximize the use of your own human resources and support your staff in any capacity," he said in a recent interview in his office overlooking the Chateau Laurier in the heart of Ottawa. "If your staff feels satisfied, they'll do their best on what needs to be done for the clients."

As area manager, Pierre now supervises the work of 250 ministry employees. He spends a lot of his time developing and maintaining good relations with area transfer-payment agencies. "It's important to be very visible, to have a presence with agencies, making contacts," he said. "You can't lose track of the urban and rural factors, or the language issues. A big

part of my job is to maintain a good knowledge of those issues." Considering the vast array of the area's social service needs, the issues can be very complex.

Pierre said he "really enjoyed" his last job, as manager of Community Services in the Area Office. "It was a fantastic experience, integrating the children's and adult's services. Our system was two-fold: one, to make the best use of existing resources, and two, to be well-informed and well-prepared to allocate dollars when they became available. This is what made it an exciting job."

Pierre said it's very important to make sure that services do not function in isolation, and to see that the client doesn't get lost. "We need a 'continuity of care,' " is the way he put it. It's important, he said, to be doing the job in such a way that we'll have the support of the community.

Pierre's roots go deep in the Ottawa area. A native of the rural community of St. Pascal, about 40 kilometres east of Ottawa, he became a social worker with the Children's Aid Society of

Prescott and Russell in 1967. In 1972, he was named executive director of the same CAS, after obtaining his MSW from Carleton. His six-year tenure as CAS executive director provided excellent experience for his move to MCSS in 1979.

Pierre succeeds Andy Molino as area manager. Dr. Molino has found a new home in the federal civil service, as director-general of Consumer and Corporate Affairs Canada. ●

**Robert A. Miller**



*Pierre Lalonde was named manager of the MCSS Ottawa Area Office in February.*

Robert A. Miller



# "A dying person is still a living person"

by Dave Rudan

If life was simpler in former days—so was death. When a nurse noticed that an elderly patient wasn't breathing, they called in a doctor who examined the patient's heart. Today, death is decided by a committee, said Dr. Roman Bladek, the MCSS medical consultant to homes for the aged.

Contemporary medical procedures have "developed countless ways to push back the traditional concepts of life and death." It has become so difficult to decide when death occurs that in one instance, five neurologists couldn't decide, so they called in a judge who came to the patient's bedside to decide for himself, said Dr. Bladek.

Dr. Bladek was one of five panelists discussing bioethical issues during the Southeast Region's first homes for the aged administrator's seminar held in Kingston last November.

A definition of "bioethics" is the study of ethical and legal problems related to biological research and its medical application in areas such as euthanasia and human organ transplants. The business of sustaining life at all costs, according to the medical code of ethics, can be a dilemma when the wish of a frail, elderly person is to be allowed to die with dignity, suggested Millard Schmaker, professor of theology at Queen's University, Kingston.

The number of frail, elderly residents over the age of 90 is increasing and so are the needs for more personal services, said Sharon Swain, director of nursing at Oshawa's Hillsdale Manor. In the case of the frail elderly resident, new technology does not add to their life, but rather "prolongs death," she said.

She said that the stress levels on nursing staff in residential facilities were increasing, because they were the ones who were caught in the middle. They had to carry out the orders of the physicians with respect for the wishes of not only the residents, but their relatives as well.

To illustrate her point, she described the use of restraints to keep residents from falling out of their beds or wheelchairs. An elderly person has the right not to be restrained, but without restraint, the person is at high risk. Even when the resident is prepared to accept the

consequences, relatives could potentially sue staff if a resident fell and sustained injuries.

"Our courts are being influenced by the hysterical fear of the caring professions in the United States," claimed professor Stuart Ryan of Queen's Faculty of Law, referring to the legal suits and court judgments made against the medical profession.

The term "euthanasia" means to die well, but today's interpretation is "mercy killing" which is against the law in Canada and a crime, said the professor.

Providing the necessities of life is a duty imposed by the criminal code, but, he asked his audience, what is "proper medical care"? "Should a person in a home (home for the aged) be allowed to die with dignity in the home, or be rushed off to hospital?" The elderly professor was of the opinion that while residents preferred to die in their own bed, administrators preferred that, if death was to take place, it was better in a hospital because of the potential legal implications.

Professor Ryan also felt that physicians should be allowed to use heroin to ease the pain of an elderly person with a terminal illness. He said that it was a true analgesic and with the terminally ill, addiction was not a factor.

He added that "living wills" drawn up by residents were not always a help to administrators, because the resident has a right to change their mind. Sister Rosenda, administrator of Valley Manor in Barry's Bay, added testimony to Ryan's statement by relating an anecdote about an elderly gentleman upon his admission.

"Sister, pray for me that I will die soon," said the depressed new resident. Some time later he asked her if she had prayed for him. She confessed that due to her busy schedule she had forgotten.

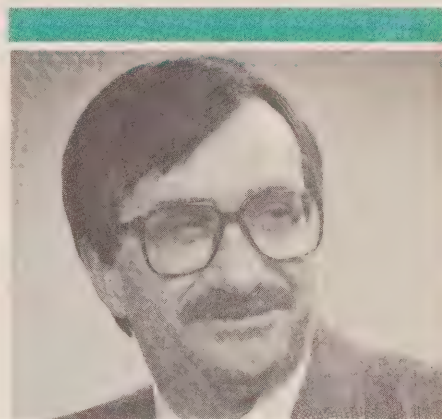
"Thank God! I've met the most wonderful woman."

The panel echoed the need to educate professionals and relatives in the techniques of palliative care.

"A dying person is still a living person," said moderator Dick Fleming, who has had years of experience with elderly people. Fleming is now the Kingston Area Office's manager of Community Services. ●

## Oxford's new administrator

In January, Oxford Regional Centre for the developmentally handicapped acquired a new administrator, John Hewitt. Mr. Hewitt, a Manitoba native, was recently a director of the Saskatchewan Association of Special Care Homes. He has also held administrative positions with the Health Sciences Centre, Winnipeg, and with Northern Housing Development, operators of special care homes and housing in northern Saskatchewan. ●



John Hewitt, administrator of Oxford Regional Centre.

## COMING UP

**June 2-5 Canadian Rehabilitation Council for the Disabled 25th annual meeting; Canadian Congress of Rehabilitation.**

Location: Quebec City. Information: Mrs. Christine Archibald, CRCD, One Yonge St., Suite 2110, Toronto M5E 1E5; (416) 862-0340.

**June 14-17 Focus on child abuse.**

The Ontario Centre for the Prevention of Child Abuse presents its second provincial conference: Challenges and Achievements. Location: Toronto. More information: Conference co-ordinator, OCPA, 25 Spadina Road, Toronto, Ontario M5R 2S9.

**October 27-30 Critical Risk — Quality Care: Adolescents in Secure Settings.** An international conference for professionals in the areas of mental health, justice and child welfare. Location: Toronto. More information: Dr. Roberta Roberts, Thistletown Regional Centre, 51 Panorama Court, Rexdale, Ontario M9V 4L8; (416) 741-1210.



## ROUND THE REGIONS

### Elderly services

The Ministry of Community and Social Services is placing the same emphasis and priority on programs for elderly persons as it did 10 years ago with children's services. This was one comment made after a presentation by Dick Barnhorst, director of Elderly Services for the ministry.

Dick, along with Dorothy Singer of the Office for Senior Citizens' Affairs, spoke to an audience of more than 60 administrators of homes for the aged and ministry staff at a seminar hosted by Southeast Region, in Kingston, last November.

The fragmentation of services and agencies across Ontario was not meeting the needs of elderly citizens who live in the community, said Dorothy. There is a need for an integrated, comprehensive, single-stop community centre, she said.

In homes for the aged and other residential facilities there is a higher percentage of people over 80 years of age. "They are older, sicker and need more care," described Dorothy, using the term "heavy care." She said that the Office for Senior Citizens' Affairs was undertaking a statistical study of the province's homes for the aged and nursing homes to determine the current needs for heavy care.

The creation of the Elderly Services branch, within the Community Services division, gives the ministry a clearer focus in the provision of services to elderly people, explained Dick Barnhorst. His branch is working closely with Senior Citizens' Affairs to clarify the ministry's role.

"Our branch and ministry have to keep moving ahead... we have the opportunity to take a fresh look and we are open to all ideas," he said, suggesting that his branch and the Ontario Association of Homes for the Aged should create more opportunities to meet and exchange ideas.

Outlining the priorities of the branch, Dick emphasized one-stop access to community services, the quality of services in residential facilities, research, innovative programming, public education and ensuring the rights of elderly people.

"How do elderly people get the help when they need to be heard?" he asked, referring to existing and emerging advocacy groups who are working on behalf of older persons who live independently.

John Wilson, manager of planning in the Elderly Services branch, expanded on the ministry's mandate to review the rights of elderly persons who receive services from agencies that are within the jurisdiction of the ministry. The review will include consultation with service agencies and other ministries.

The two-day seminar, the first of its kind in the region, was co-ordinated by Eleanor Douey of the ministry's Southeast Regional Office. ●

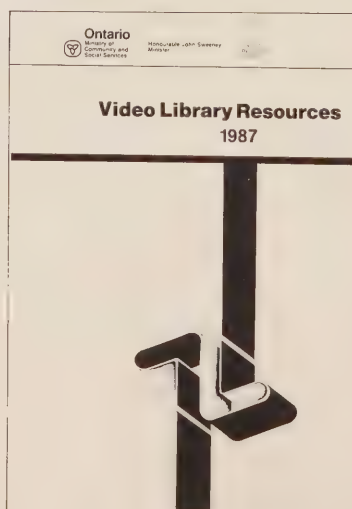
Dave Rudan

### Video to go

The 1987 *Video Library Resources* catalogue has been distributed to ministry offices. It contains descriptions of more than 400 audio-visual resources (videotapes, films, slide shows, etc.) available from the Media Services Resource Library, based at the Oxford Regional Centre, Woodstock.

This library has been established to provide videotapes and training material from one central source. Materials are grouped into five subject categories: behaviour; health care; organization / management and programming; safety; and speech, language and physical development. There is an \$8 administration fee for each item requested from the catalogue.

For more information, contact Nancy Rohrer, c/o the Media Services Resource Library, Oxford Regional Centre, P.O. Box 310, Woodstock, Ontario N4S 7X9; IC 818 (519) 539-1251, ext. 311. ●



**Crime prevention award:** Harbour Youth Services of Thunder Bay was recently honoured for its long service to area children with a Ministry of the Solicitor General Crime Prevention Award.

R. J. Turner, right, Harbour Youth Services president, and Walter Serkowney, executive director and founder, admire the award.

Harbour Youth Services, a charitable, non-profit organization which receives transfer payments from MCSS, has provided community support prevention programs for children and families in the Thunder Bay area for the last 15 years.

### Training schools transfer

Three youth correctional facilities which have been part of MCSS for many years have been transferred to the Ministry of Correctional Services: Cecil Facer Youth Centre, near Sudbury, Sprucedale Training School in Simcoe, and Brookside Training School in Cobourg.

These facilities, which formerly housed young offenders aged 12 to 15, now serve the educational, social and treatment needs of youth aged 16 and 17.

We wish the staff of these three facilities the best of luck in your new affiliation, and many thanks for a job well done during your years with MCSS. ●



# Ottawa's employer of the year



A plaque inscribed with the words "you are more than just tires" is presented to Wayne McIntyre of Canadian Tire by Pierre Lalonde, MCSS Ottawa area manager. Iona Quinn, the vocational rehabilitation counsellor who nominated Mr. McIntyre, looks on. Charles Bowyer, president of the store, was also present, but is not in the photograph.

In February, the ministry's Vocational Rehabilitation Services (VRS) in Ottawa presented their annual award to the "Employer of the Year."

A VRS goal is to integrate disabled adults into the workplace. Each year an employer is selected, who has demonstrated an exceptional response to the employment needs of individuals with disabilities. The winner this year was Wayne McIntyre, manager of the Canadian Tire store on Carling Avenue in Ottawa.

Mr. McIntyre was congratulated on his highly constructive assessment skills, his resourcefulness in matching people with the *right* job, and his patience in finding time to respond to the needs of vocational rehabilitation counsellors seeking advice on behalf of their clients, as well as in dealing directly with clients.

Mr. McIntyre has hired VRS clients in many different types of work — pricing, shipping and receiving, sales, and customer delivery.

Not only has he responded to the needs of job-ready individuals, but he has also involved many clients in trial

work programs to assess the suitability of a particular type of work, or to provide an opportunity to improve work skills. These trial work programs have often resulted in employment.

Clients with very different types of disability — addiction, developmental handicaps, hearing impairment, psychiatric problems — to name but a few, have been accommodated.

VRS welcomed the opportunity to thank Mr. McIntyre and his staff for their responsiveness to the employment needs of the disabled. ●

**Iona Quinn**

Vocational rehabilitation counsellor  
MCSS Ottawa Area Office

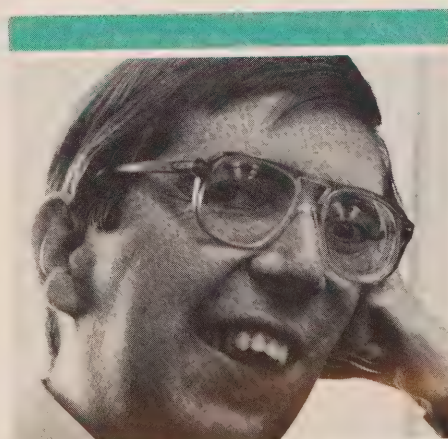
## In memoriam: Rick Hedges

by Michael Kurts

Rick Hedges, a policy analyst in the ministry's Services for the Disabled branch, died on December 12, 1986.

Rick, who overcame disability throughout his own life, was hired by the ministry in 1982 in the Policy Development branch. "We hired him on a three-month contract because he obviously had the skills and talents for policy development. Then there was a six-month contract and it kind of went on and on," said Jon Kelly, manager of the Services for the Disabled branch.

Operating within what Jon called "pretty significant limitations," Rick did a lot for disabled people in Ontario and their families.



Rick Hedges

"He had an understanding of the bureaucracy and how to get things done. He was dogged in his pursuit of what he wanted to do or he couldn't have accomplished all he did," said Jon.

And Rick's accomplishments within the ministry were substantial. Last November, the minister announced a \$1-million expansion of respite care services for families who care for physically handicapped children.

Rick had the lead role in creating that program and he had a commitment to the families who would benefit from it.

He spoke with community groups on a regular basis, outlining not only the needs but also the abilities of disabled people.

Even though he took a keen interest in the needs of the disabled, Rick didn't let his own handicap rule his life. He outlined his approach in a 1983 issue of *Dialogue*.

"I've never felt like a minority — like a forgotten person. I truly forget that I'm sitting here in this wheelchair. Not all the time. I have moments of lucidity. But I like to laugh; I laugh at almost everything.

"Your attitude depends a lot on what happened in your life to make you what you are. Your family has a big impact; so does the school system. But everyone has these things, regardless of disability. It depends on what you do with them. You have to learn to handle yourself early as a kid — realize that most of your difficulties aren't that bad. Maybe not take things so seriously sometimes; have a sense of humour."

It is Rick's sense of humour that will remain the most enduring memory for many of the ministry employees who worked with him.

"Rick had an incredible capacity to put people at ease with his disability," said Jon Kelly. "I think a great number of people could learn from that. He had this way of blending himself in."

Minister of Community and Social Services John Sweeney remembered Rick fondly. "The thing that I'll always remember about Rick was his ever present sense of humour, his joy with life, his contagious smile, and Rick's feeling of being at ease with who he was. Rick reminded us all, every day, through words and actions, of the joy of life and the value of living it to its fullest." ●

Bill Lanning



# “We just ran out of age”

by Joan Eastman

As most of us stumble through the trials of child-rearing, discovering our own walk-ways, the parents of developmentally handicapped children must sense a destiny to balance unpredictably on the tightrope of unselfish acceptance—believing the odds are stacked against them.

But oddly, when considering odds, perhaps large numbers are the best bet.

“If you’ve got one, you haven’t got enough. One helps the other,” explain George and Peggy McIntyre, who have provided a home-away-from-home for about 80 developmentally handicapped young men from the Southwestern Regional Centre (SRC) for the past 19 years. “They seem to naturally pair off and they discipline each other.”

Of course, there’s more to the solution than a natural buddy system. “It’s hard for brothers and sisters (of the developmentally handicapped) to grow up because they’re teased by others,” George says. “And some parents simply can’t cope with the fact they have a retarded child. They maybe feel embarrassed out in public with them. It makes a difference when they’re not your own.”

George’s version of how the McIntyres happily and successfully handled eight or nine boys at one time is just a piece of the puzzle.

The story begins back in 1964, “when many that lived in the Southwestern Regional Centre needn’t have been in an institution.” Young men were driven back and forth to Blenheim to work (setting up pins in the bowling alley) and transportation was somewhat of a nuisance.

Mahlon Augustine, a former SRC social worker, while at the McIntyre’s variety store/lunch counter on Blenheim’s Marlborough Street, said he wished he knew someone willing to keep the boys in Blenheim. So the McIntyres gave it a try. No, they did more than give it a try, they made it their life. In love with their new role, they jumped in with both feet.

George found jobs for the boys at the local mill, the Canadian Tire Store, a restaurant, a farm machinery

manufacturer and a hardware manufacturer. “As the boys got jobs in the community, they still needed them in the bowling alley. That’s how our family grew.” Some workers still have the same jobs today.

“I didn’t have the heart to send them back to the Centre, so we just kept them,” Peggy says. Terry, whose parents are deceased, moved in when he was seven years old. He’s now 21. Also, three boys, who are now full-grown men, live in the converted variety store next door and one more is in a cottage next to that.

“The town of Blenheim was really good to those boys,” Peggy says. The Blenheim United Church opened their arms to a pew-full every Sunday morning.

The McIntyres encouraged the boys to save their money in bank accounts and bonds, inspired by the thought of a Caribbean cruise. George has taken “my boys” on at least a dozen cruises and the McIntyres, out of their own pockets, took the younger ones to winter in their Florida home.

Photo albums overflow with their adventures, including a camping trip all the way to the west coast. In preparation for the trips, they’d all go out for drives to get coffee and learn how to conduct themselves in restaurants. George has faithfully taken his boys to the Indianapolis 500 race every spring and intends to keep up the ritual, even though he and Peggy have “retired” as an approved family home.

Attachments are inevitable and the McIntyre family stood up for one of their “boys” at his wedding. “This is the one that broke my heart,” Peggy reminisces, pointing to a photo. Another boy’s dream was to have his own apartment: “When it came time for him to go, he clung to me and cried and cried and cried. Turned out he didn’t want to go.”

Feeding and cleaning up after a five-bedroom houseful of people was quite a chore, so Peggy took on a girl from the Centre to help part-time. It took a year to teach her to peel potatoes, and once, she chopped up gladiola bulbs instead of onions. But now she cleans house for a lady in Blenheim.

After 5 a.m. breakfasts and making eight lunches, Peggy still found time to can and jar two freezers full of food, while George raised pigs, chickens and ducks to feed their brood, including two of their own daughters.

The McIntyres outlasted all the other boarding homes that opened their doors years ago in Blenheim. “Maybe they thought the way we did at first, the attitude ‘you can make them normal overnight.’ You find out in time, knocking your head against the wall trying to make them perfect,” George observes. “Sometimes we would forget and have to remind each other that if they weren’t the way they were, they wouldn’t be living with us.”

The McIntyres have retired as an approved family home at SRC, but will remain always as an inspiration.

“We actually miss it. We just ran out of age.” ●

*Joan Eastman is an information officer at Southwestern Regional Centre.*



*George and Peggy McIntyre, who provided a home away from home for about 80 developmentally handicapped young men for the past 19 years.*



Ontario

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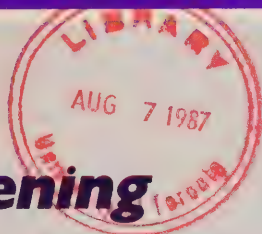
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# Dialogue



Government  
Publications

**Opening  
the doors to  
employment**







# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney

Minister

Peter H. Barnes

Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications Group of the Ministry of Community and Social Services to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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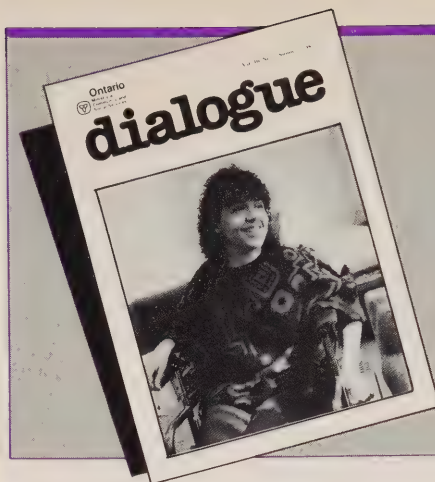
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**COVER:** Rose Martelli, who is a statistical clerk at the Community Information Centre of Metropolitan Toronto, is one of many people who have received job counselling and placement assistance through the ministry's Vocational Rehabilitation Services. See page 8 for the story. This issue of *Dialogue* features several stories on the theme of "opening the doors to employment." Cover photo by Mario Scattoloni.

## Sheila Doyle: Volunteer of the Year



Sandra Russell, MGS

*Sheila Doyle, the first winner of the annual Volunteer of the Year Award, entertains MCSS Minister John Sweeney at the award ceremony with stories gleaned from her 58 years of volunteer work in the Kingston area. Mr. Sweeney presented the award at an April 27 news conference in the Queen's Park media studio.*

**S**heila Doyle had never given a thought to winning a volunteer award. After 58 years of volunteering, for her, it's a way of life.

Nevertheless, on April 27, Sheila Doyle from Kingston, age 81, travelled to Toronto to have lunch with Minister of Community and Social Services, John Sweeney, and to receive the Minister's Volunteer of the Year Award.

Sheila came from Ireland in 1927 and within the year was raising money to buy milk, diapers and clothing, for needy orphans. She hasn't stopped since.

She has served on countless boards and committees, including those of St. Mary's Hospital, Providence Manor, Kingston General Hospital, the Hotel Dieu and Kingston Psychiatric Hospital.

Sheila Doyle holds membership cards in charitable organizations the way some people have credit cards.

Every week, she visits Ongwanada, where 56 develop-

mentally handicapped children and young adults are in residence. She serves coffee, visits, and sometimes sings to the residents, often bringing in home baking for a little party.

Also, she's a friendly visitor at Providence Manor Home for the Aged, where she may help out with the weekly bingo game or attend mass in the chapel with a friend.

Though troubled by arthritis and failing eyesight, Sheila seldom complains or considers quitting volunteering.

Said Minister John Sweeney: "Sheila Doyle exemplifies everything that is good in volunteering. I thoroughly enjoyed meeting her and presenting her special award."

Sheila, unruffled by celebrity and ignoring hovering TV cameras, put it this way: "When you help someone else, your mind and heart is at ease. I want to give back some of my good fortune to others." ●

—Elizabeth Marsh  
MCSS Communications Group



# And the winners for 1986 are...

by Elizabeth Marsh

A Volunteer Awards Program, planned to honour and recognize volunteers in communities across Ontario, was introduced by MCSS this year.

Forty-five volunteers received Community Service Awards, while 32 Staff Community Involvement Awards went to MCSS employees who do volunteer work apart from their jobs.

Community Service Award winners are residents of Ontario who performed their volunteer service in 1986. They volunteered in the following areas: children and youth, seniors, physically and developmentally handicapped, family support, and special services (for example, French language or native services).

The Staff Community Involvement Awards were not restricted to the area of social services. Candidates were judged on the duration and quality of their work and the impact of their volunteer contribution. ►



Bill Howe

**North Region**— Back row, from left: North Region director John Rabeau; volunteer award winners Doug Clute of the Regional Office and Mary Goddard of Sault Ste. Marie; Minister John Sweeney; Shirley Rokeby, who accepted the award for Sharon Bielek of Timmins, in her absence; and award winners Alex Eve of Thunder Bay, Frank Pascuzzo of Northwestern Regional Centre in Thunder Bay, Beverly Edstrom of Hudson, Fred Bryson of Thunder Bay, Rosemary Collin of the Thunder Bay Area Office, and Neil Lind of the Sault Ste. Marie District Office.

Front row, from left: award winners Andre Lalonde of the Regional Office in Sault Ste. Marie, Roy Ettles of the North Bay District Office, who also accepted a posthumous award for Michael Forsayeth (see the tribute to Michael on page 18 of this issue), Ron Edmonds of Timmins, Katie Eve of Thunder Bay, Mary Dwyer of Wawa, Lois Hillman of Muskoka Centre in Gravenhurst, Alexander Kakapshe of Sault Ste. Marie, and Marielle Fontaine of the Hearst Local Office.

Winners who are not in the photo: Glen Conrad of Kirkland Lake, Ada Backman of Thunder Bay, and Chester Jury of Timmins.



Irv Kirstein

**Central Region**— Winners of volunteer awards in Central Region each received a "first day cover" of a Canada Post stamp which honours volunteers. From left: Ari Dassanayake, Toronto Area Office; Henry Goodman of Toronto; Ken Barnett, Adult Occupational Centre, Edgar; Terry Pennock, Surrey Place Centre, Toronto; Cheryl Doman, Probation and Community Services, Barrie; Beverley Alder, Toronto; Daria Wynnykiw, Toronto; Jeannette Eysers, Barrie Area Office; Mary Hawley, Oakville; Elaine Lum, Central Region Office, Toronto; Frank Money, Mississauga; Margaret Elliott, main office; Margaret Leach (hidden), Alliston; Isabel Farrell of Toronto (seated); Dora Ryan, Unionville; David Love, King City; Lloyd Kishino, main office; and Grace Nicholson, Islington.



The award winners have been involved in a wide variety of volunteer projects, many of them demonstrating new and creative approaches to helping others.

Project Backpack, for example, is an outdoor recreation program for youths who have been in trouble with the law. One winning volunteer gives 50 to 60 hours of her time each month to planning, co-ordinating and participating in camping trips.

Still another helps with a program that takes a puppet troupe (some of them disabled) into schools, to raise children's awareness of disabled people.

Others volunteer in more traditional ways, with Meals-on-Wheels, The Red Cross Society, Children's Aid and local facilities for the developmentally handicapped.

Several ministry employees have been involved with athletic events for disabled persons. One winner helped to bring competitive cycling to the North. Another inventive volunteer raises money for charity by selling peanuts, cookbooks and fresh chickens.

Many of the successful nominees in both categories provide volunteer service to a number of different organizations.

In late April and early May, awards ceremonies were held in each of the four ministry regions. Plaques were presented to the



Greg Best

**Southeast Region**—Award winners were honoured at a May 1 ceremony in Kingston, by regional director Ken Macdonald, far right in back row, and parliamentary assistant Joseph Cordiano, far right in middle row. Southeast Region staff winners were: Douglas Montgomery of D'Arcy Place in Cobourg, Jim Trumbull of the Peterborough Area Office, Richard Fleming of the Kingston Area Office, Gail Lynch and Douglas Noble of Prince Edward Heights in Picton, Kie Delgaty of the Ottawa Area Office, Glenn MacDonell and the Fitness and Lifestyle Program at Rideau Regional Centre, Amy Johnston of the Renfrew Local Office, Germain Vinet of the Hawkesbury Local Office, and Betty Workman, recently retired from the Belleville Local Office. Community Service Awards went to: Myra Woolacott of Port Hope, Emily Gorgerat of Oshawa, Dr. and Mrs. Fergus O'Connor of Kingston, Herb and Nell Odell of Smiths Falls, Vicki Robertson of Morrisburg, Everett Harding of Haliburton, Terrence Campbell of Gloucester, the Smiths Falls Civitan Club, Larry Dishaw of Cardinal and Lorna Mackenzie of Petawawa.

winners by Minister John Sweeney or, in the Southeast Region, by his parliamentary assistant, Joseph Cordiano.

Mr. Sweeney commented: "We are proud to recognize these award-winning volunteers as representing

thousands more across the province. We can honour only a few directly, but our gratitude and appreciation go out to all." ●

*Elizabeth Marsh is a writer in the MCSS Communications Group.*



Bob Clark

**Southwest Region**—More than 130 people attended the volunteer awards ceremony for Southwest Region, held May 14 in Kitchener. From left: Pete Henry, Probation Services, Windsor; Fraser Reid, Training and Rehabilitation Workshop, Chatham; Betty Ann Wood, Probation and Community Services, Cambridge; Jessie Ross, Simcoe; Eugene Sorin, CPRI, London; Sister M. Aloysia, Kitchener; Minister John Sweeney; Ellen Crafts, Simcoe; Millie Falconer, Kitchener; Maureen Louch, Hamilton; Ena Vanderveen, Sarnia; Elizabeth Duncan, St. Catharines; Betty Fletcher, Melbourne; Natalie Burrell, Chatham; and Stanley Welsh, Oldcastle.

Winners who are not in the photo: Elizabeth McKay, Chatham; and Orville Cotts, Arrell Observation Home, Hamilton.



# Judy Millan, rehabilitation officer

by Doreen Pitkeathly

One of the first impressions you're likely to form of rehabilitation officer Judy Millan, is that no one could hope to spend much time in her presence unaccompanied by laughter. And while she doesn't say it in words, you instinctively know that in this woman's philosophy of life and work, the act of laughter is inextricably bound with the concept of rehabilitation.

It's obviously a winning combination in Judy's work at the ministry's Adult Occupational Centre in Edgar (halfway between Barrie and Orillia). Technically, her job involves finding community placements for the developmentally handicapped residents of the centre, but characteristically, it includes acting as counsellor, confidant and friend to many clients, past and present.

You can tell by the big bulletin board on the wall in her office, crowded with snapshots of the beaming faces of successful "placements" for whom Judy has found homes and jobs in the community. ("When am I going to be on the board, Judy?" is one of the most frequently asked questions in this office.)

And you can tell by the wide semi-circle of chairs that fan out around her desk. They're empty now, but every afternoon around four o'clock they're rapidly filled by residents who stop by to visit Judy after the centre's workshop has closed.

They stop at most of the offices; at Judy's, they come for laughter, some kind-hearted ribbing, and a boost of encouragement to buoy them up into the evening and toward the start of another new day.

Which is where Judy is right now; at the start of a new day. Sitting in her large office, the window wide open to let in the breeze and the songs of birds on this soft spring morning, she explains that there's no such thing as a typical day in Edgar.

Usually, she's at her desk by 8:30 a.m., where she sits now, and generally, she's back here by 4 p.m. to play hostess to her daily party



*Judy Millan*

of resident visitors. In between, anything and everything is possible, from checking out potential placement opportunities and checking up on current placements, to dealing with the concerns of residents and relatives, on the phone or on the road.

The phone rings and Judy answers it. Her usually rapid-fire conversation style, frequently punctuated with quips and witticisms, is instantly toned down. After establishing this caller as the mother of Peter, one of the centre's residents, Judy's manner becomes soothing and attentive as she scribbles notes on a pink memo pad. The mother is concerned about Peter's behaviour

on his visit home last weekend. He had been threatening and nervous; his mother is afraid he's getting ready to run away again. She thinks maybe he should be on medication.

Judy tells her she will talk with Peter's counsellor and the doctor, if advisable, and will report back. "Now don't you worry about it," she says sympathetically as she hangs up the phone.

She immediately contacts Peter's counsellor and fills him in on the phone call. She already has a pretty good idea of what's happening. Peter has recently been transferred to a high-intensity house—a program where demands are made on him all day and he gets points for fulfilling them, Judy explains—and he probably feels pressured and angry and is taking it out on his parents. But the new environment will help Peter, so Judy suggests a meeting with the parents rather than any change in program or consideration of a medication plan.

"Let's get his parents to come up here and we'll explain the program to them, because they love Peter to death," says Judy to the assenting counsellor. Another phone call to the mother and everything is arranged for the following week.

It's not unusual, apparently, for relatives to call Judy instead of a counsellor or someone else at the centre. And Judy deals with the call even though, technically, it doesn't have anything to do with placement. There's no "I'm not the person you should be talking to" attitude here and no hard feelings between staff regarding whose responsibilities are whose.

"We're all pretty close around here," Judy says.

As if to prove her point, her colleague, Garry Kennington, pokes his head in the door. Gary is Edgar's other rehabilitation officer—together the pair are responsible for all placements from the centre. And in their collective years here: Gary for 15 years, Judy for 12, they've seen a lot of changes.





*Andrew Domashus, left, chats with Roger Plante at the end of a work day. Andrew lives with the Plantes and works at the Edgar workshop.*

**E**dgar, a ministry-operated centre, provides vocational, recreational, residential and academic training for about 225 residents. In the 20 years it has been operating, its main goal has always been to train residents so they may move to community living alternatives.

But Judy says there are fewer placements now: "I used to place 30 to 40 trainees a year; last year I placed nine." Part of the reason, she explains, is that the clients Edgar gets these days tend to be more difficult, with more behavioural problems, creating a greater need for special programs, like the high-intensity house.

For the most part, however, Judy is no less optimistic about these clients. "All that most of them need is a little love," is a phrase you often hear her say.

In fact, love, like laughter, is a recurring theme in Judy's philosophy of life and work. And it is in this context that she mentions her father, a counsellor at Edgar for more than 10 years, who died last January.

"His name was Frank Stone but they called him 'Stoney,' and he was one of the best," says Judy, with a mixture of pride and sadness in her voice. Stoney had been a furnace installer and 55 years old when he followed his daughter's career path and took the necessary training to become a counsellor at Edgar. Before he retired in 1979, he and Judy worked together at Edgar for a number of years. Her very first placement was one of his trainees. She remembers with fondness the many evenings of "shop-talk" shared with her dad.

Judy's "outside" appointments today are all in Barrie, so she heads for the car and gives her passenger a quick tour of Edgar on the way out. The former RCAF radar station is reminiscent of a peaceful village with neat frame houses lining the streets, a gas station, hospital, restaurant, church, and a recreation centre with an indoor pool, a theatre and a bowling alley. The workshop at Edgar features packaging and assembly work and Judy stresses that everything done there is a complete product—the workers never do partial assemblies. Many boardgames, including Trivial Pursuit, have been packaged at Edgar.



*Judy Millan sees how things are going for her client Bob Patterson, who works at Timberline Nursery in Barrie.*

Judy's other home is in Elmvale, about 20 minutes away, where she was born and raised and now lives with her 13 year-old daughter, Andrea, and her mother.

"I think in this job you can't have mood changes," says Judy as she drives. "And I think it's important to have a sense of humour." She explains that there's a sombreness about life that's common of people in institutions, because for most of them the main desire is to get out.

As a rehabilitation officer Judy acts as a beacon of hope and the fact that she can usually get them laughing doesn't hurt matters much. "I try never to be negative with them," she says seriously.

**T**he first stop in Barrie is for lunch with Melody Upshaw, an Adult Protective Service Worker (APSW). The province-wide APSW program has changed things for Judy a little. Now when she finds a placement, the APSW takes over the follow-up work. But Melody and Judy have a good working relationship and Judy tends to stay quite involved in her cases.

Today, Melody and Judy are going to tour a house that may be appropriate for one of Judy's clients. Finding accommodations for clients can be difficult, the pair agree, especially in places like Barrie and Toronto where the vacancy rates are very low. In addition, some landlords are hesitant to rent to developmentally handicapped people because they fear—sometimes justified, sometimes not—problems with noise, cleanliness and meeting the rent.

Don Gillespie, the landlord of the home Judy and Melody arrive to inspect, feels otherwise. In the three years he's been renting homes to developmentally handicapped adults he says he's had very few problems.

"I've had less problems than I had with Joe Normal on the street," he says.

Both Melody and Judy are impressed with the home and Melody remains to discuss it with Gillespie, while Judy gets back in the car to head for her next appointment.

On the way, Judy talks about how much she enjoys her job and the people she works with.

"But there are a lot of heart-breaks too," she says, remembering a couple who had a baby—Judy went into the delivery room with the woman—but, despite their efforts, were not able to care for the child.

**T**he next stop tells a happier story. It's Timberline Nursery where Bob Patterson, a recent placement, is working. Judy found Bob a place to live in the home of Rose and Roger Plante. Rose, in turn, got him the job at the nursery.



Bob, 29, is one of those people whose enthusiasm for life shines out through his eyes. His smile covers his face and covers it often. When Judy remarks: "They just love him here," you instantly believe it. Bob, who is shovelling soil, is smiling by the time Judy gets to him.

"They told me a social worker was coming out to see me, but they didn't tell me it was you," he says, obviously pleased.

The pair discuss the news in Bob's life: a recent shopping trip; his financial situation; how he's getting along at his new home and job. He announces that he enjoys the work. Bob receives a government allowance in addition to his paycheque. Judy says it's standard for placements to stay on the allowance while establishing their value to an employer. Once they go off the allowance and on to full salary, they're totally dependent on retaining the job.



*Alex Proctor, who works at Edgar's workshop, with Betty Switzer. Betty is the mother of Alex's landlady, Jean Reynolds.*

"Aren't you hot with all those clothes on?" asks Judy, pointing to Bob's navy blue coveralls and mammoth rubber boots.

"Yeah, well it's better to be in this outfit than to be covered in mud," Bob retorts.

Judy rolls her eyes at her own shortsightedness. "What a stupid question," she groans.

But Bob is instantly forgiving and eager to take Judy on a tour of the nursery, pointing out his areas of responsibility, which seem to range from vacuuming to shovelling soil, trimming plants, and even helping out on sales.

"Is there anything you can't do?" Judy asks as they weave around the tables crammed with potted plants.

"No," replies Bob matter-of-factly.



*Judy Millan of Edgar's Adult Occupational Centre, right, visits Rose Plante, who provides a home for several of Judy's clients.*

Johana Robinson, Timberline's bookkeeper, confirms Bob's competence, praising his attitude and enthusiasm for the job.

Before she leaves, Judy asks Bob if there's anything "bugging" him.

Bob thinks a moment, then answers: "No, everything seems to be okay with me right now."

Judy makes her next stop the Adult Rehabilitation Centre (ARC Industries), a ministry-funded workshop run by the Barrie and District Association for the Mentally Retarded, where many of her placements work. She's there to see Alex Proctor, but on arrival she finds a staff meeting in progress; all the workers have gone home early.

Making a quick phone call, Judy hops back in her car and heads for Alex's home instead. Alex lives in a self-contained basement apartment in the home of Jean Reynolds. Jean's mother, Betty Switzer, now lives with Jean but while her husband was alive she too let rooms to developmentally handicapped adults.

Alex, in his 50s, is a long-time client of Judy's; her father used to be his counsellor. Judy finds Alex watching television in his spotless apartment.

"How often do you clean, Alex?" Judy asks, looking around, impressed.

"Three times a week in the evening. I vacuum, clean, dust, get down on my hands and knees there and wash the floor," says Alex in his strong Cape Breton accent.

Earlier in the day, Judy had talked about Alex and how she had helped him budget his money so that he could go out West last summer to

visit his sister for the first time in 31 years. The trip was a huge success: Alex had a good time and his sister invited him back again this year.

"Doing stuff like that makes me feel good about myself," Judy had said.

But Alex has not been following Judy's budgeting advice as closely this year and Judy tells him he won't have enough money to make the trip. Alex is obviously disappointed and decides that winning a lottery is the only solution.

"Don't worry, baby," he tells Judy, optimistically. "I'll win something before September and I'll get West."

"But Alex, your sister wants you out there in August," says Judy.

"August? Well, August is good. I'll have it. Don't worry," he replies.

It's the end of the day and Judy stops by Rose Plante's house, where Bob Patterson has arrived home from work, cashed his cheque, and changed out of his overalls.

Judy sits at the kitchen table talking to Rose and Bob when the two other Edgar placements who live here arrive home from work. Barb Ford, 62, and Andrew Domashus, 20, both travel to Edgar each day to work in the workshop. Andrew, one of Judy's placements, is among those who usually make a daily stop by Judy's office after work and he's surprised to find her at his home. He greets her with a big smile.

"You weren't in your office after work," he says as Judy nods. But tomorrow is another day... ●

*Doreen Pitkeathly is a Toronto-based freelance writer who works frequently for the MCSS Communications Group.*



# A vital link to the workplace

*"Looking for jobs is a full-time job" for Honey King and her clients.*

by Chris Ferguson

**"T**here but for the grace of God go I; disabled clients are just like you and me—a disability can strike anyone, any time." So says Honey King, job placement co-ordinator with Vocational Rehabilitation Services (VRS) in the ministry's Metro Toronto Northwest Office, in explaining how personal experience with a disability has created an all-important empathy with VRS clients.

Vito Barrina can attest to the truth of Honey's statement; Vito lost a leg to a rare form of cancer in 1985, but bounced back to begin a successful and enjoyable career as a computer programmer at Comshare Ltd., after lots of hard work and counselling from VRS.

The Vocational Rehabilitation Services Program aims to help persons with physical and mental handicaps to become employable and, whenever possible, self-supporting. A wide range of services, from psychological and medical assessments to educational programs to special transportation, is offered to clients by VRS to meet the specific needs of each client in relation to a vocational goal.

"The dreams and hopes" of disabled people are important to Honey as she works to find the optimum situation for each client. The VRS placement co-ordinator is the program's and the client's vital link to the workplace, providing information on employment market trends and job opportunities which assists in the development of career counselling plans, and actively marketing VRS clients to potential employers.

"Marketing the client," says Honey, involves "a lot of phone calls and knocking on doors." It also involves explaining the client's

handicap and needs to an employer with an openness and honesty which disarms what little prejudice is encountered. "A little knowledge takes away the fear" which is the root of skepticism and prejudice, notes Honey, stressing that most potential employers are sympathetic and helpful, even when unable to offer jobs themselves.

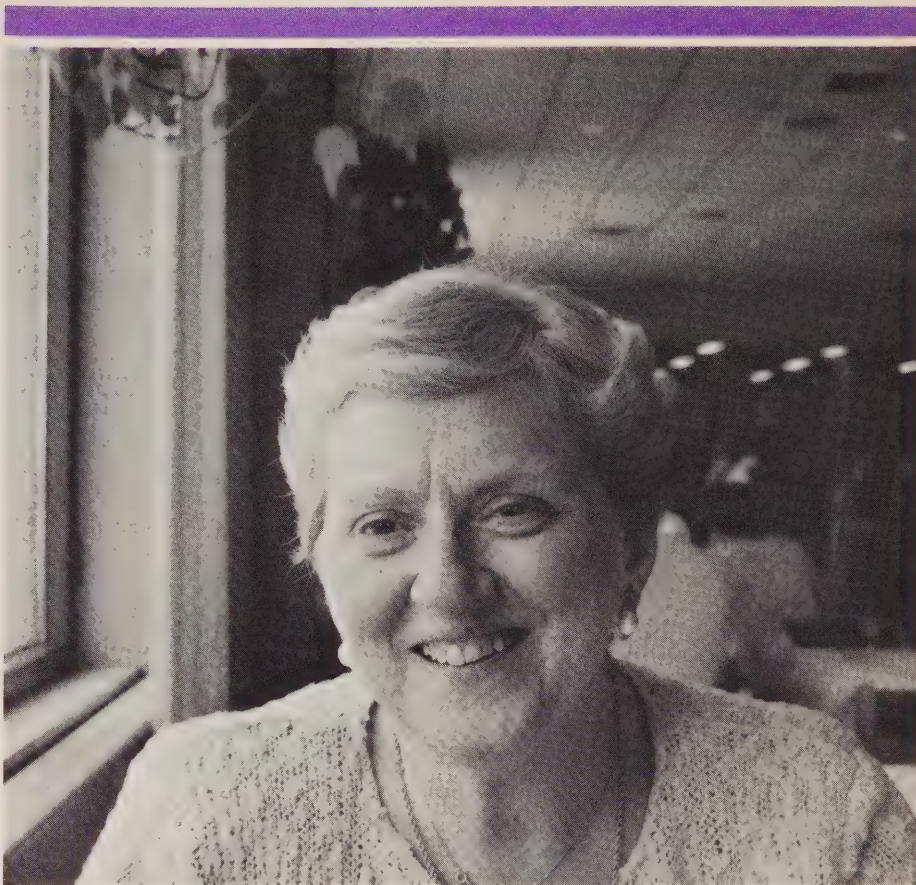
Honey's emphasis is always on "what the client can do in the here and now" for the employer, and *never* on any notion of charitably helping the disabled with jobs.

"There is no hard sell," observes John Hall, manager of Uniglobe Travel's Yonge-Eglinton branch, where a former VRS client works as a sales rep. Dealing with VRS is "much like working with a commercial placement service," says John, adding that "it's important to go through your normal hiring and screening processes with VRS clients, just as you would with a commercial agency" to ensure that each placement benefits all concerned.

A crucial component of the VRS Program is the offer of financial assistance from the ministry to potential employers; VRS bears the expense of any assistive devices

required to accommodate the client in the workplace and shares the costs of training the client with the employer for up to a year. "No doubt about it, the cost-sharing opens the door to employment," says Honey. "Many employers want to give somebody a break, but let's face it, in business you have to consider the dollars and cents of every decision." The cost-sharing program convinces employers of the faith placed in each client by VRS because they "can see that the ministry 'puts its money where its mouth is,'" adds Honey. John Hall agrees: "We wouldn't have hired an additional staff member without the financial support of VRS."

While marketing her clients, Honey closely observes each workplace she visits, for it is the placement co-ordinator's responsibility to ensure a safe, secure and satisfying work environment for the client. "I always visit the premises before a placement, to get a feel for the place," says Honey. "I look for stability and solidity in the business; if the business is young, I check the employer's background very carefully. We don't like fly-by-night operators." Unscrupulous types who seek to exploit VRS programs



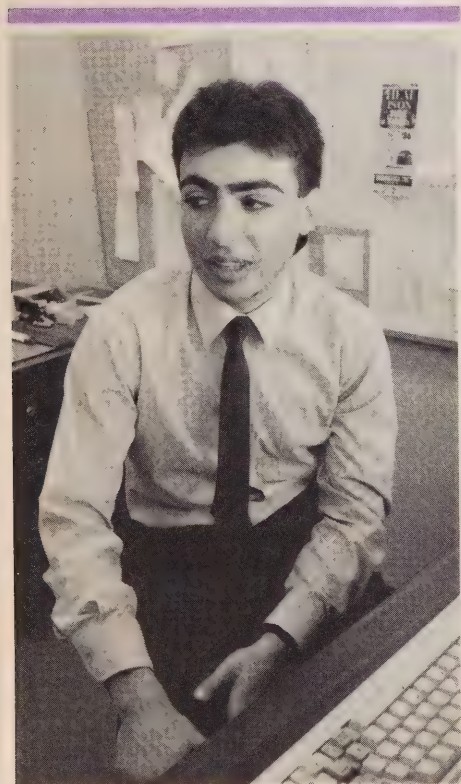
*Honey King, a job placement co-ordinator in the ministry's Metro Toronto Northwest Office.*

Photos by Mario Scattoloni





*Rose Martelli, left, who works as a statistical clerk at the Community Information Centre of Metro Toronto, with Honey King, her job placement co-ordinator.*



*Vito Barrina says the coaching and encouragement he received from job placement co-ordinator Honey King helped motivate him to get his job as a computer programmer at Comshare Ltd. in Toronto.*

do exist, but they are readily identified and blacklisted.

Honey looks for "keen interest in their work" and "commitment to what they are doing" as the key qualities of good VRS employers, people like David Wasserman of Ad-Scan advertising and Patrick

Curtin of Moyer Educational Supplies, both of whom have experienced outstanding success with large numbers of VRS clients on staff. "We really rely on caring employers for our success," says Honey. "They'll stick with employees even when problems arise and keep jobs open for them."

Client involvement in the job search itself varies considerably; many clients lack the necessary know-how to undertake a search alone. Nevertheless, the placement co-ordinator must try to involve the client as much as possible in scanning the newspapers, calling for interviews and making the decision of what constitutes desirable employment.

Honey is constantly lobbying and on the look-out for opportunities for her clients. She was able to arrange work for four clients as janitors in her own church; armed with some experience and good references, one client moved on to a well-paid position in maintenance with the Toronto Transit Commission (TTC).

"Ninety-nine times out of a hundred, employers will come back to me," Honey says. "I do a lot of repeat business." Honey's personal style has been to build up a core group of receptive employers, although other co-ordinators rely more heavily on a steady acquisition of one-time referrals.

"Looking for jobs is a full-time job" is one of Honey's favourite and truest expressions, recalls Vito Barrina. Vito was coached by Honey in developing the résumé-writing and interview skills essential to systematic and successful job hunting. As important as the practical advice, however, is the moral support offered to the client undergoing the stresses of unemployment. "Honey instils a sense of motivation in you, and prevents you from putting things off," says Vito. For him, motivation paid direct dividends in the form of his current position, which he obtained through an interview he secured by himself.

After a placement is made, follow-up counselling is important. Adjustments to the workplace can be difficult for people who have led sheltered lives because of life-long handicaps or those who are adapting to suddenly acquired disabilities. Support can range from weekly telephone calls to "touch base" as in Vito's case, to visits by counsellors to the workplace. In a

few cases, a VRS counsellor may even accompany clients to work to act as "job coaches" for a while. "Sometimes, I'm a mother and a friend as well as a counsellor," says Honey.



*My Truong is a VRS client who is in training as a pharmacist at Toronto's East General Hospital.*

The VRS program's rate of success is very high: "About 95 per cent of our placements are successful," says Honey. Many VRS-placed workers have remained in their employers' firms for years, advancing steadily.

"If we do our jobs well," Honey explains, "then the assessment of everyone's needs, capabilities and expectations is thorough and the match-up is a good one." To make these successful match-ups requires the placement co-ordinator "to walk with one foot in the employer's business world and one foot in the client's world—to feel the needs of both sides," in Honey's view. Placement co-ordinators thus typically bring business and sales experience along with their social work education to their jobs.

The success of VRS is a success for everyone: for employers who obtain highly motivated and loyal employees and assistance in training them; for the public, whose tax dollars are better spent encouraging development over dependency amongst the disabled wherever possible; and most importantly, for the clientele, for whom VRS helps make self-sufficiency and self-fulfillment through gainful employment realizable goals. ●

*Until recently, Chris Ferguson worked in Program Information in the MCSS Communications Group. He is now an intern at the Ministry of Transportation and Communications, Toronto.*



# Huronia Regional Centre

*The emphasis is on helping clients make the transition to community living.*

Photos by Koni Lattner, audio-visual co-ordinator, Huronia Regional Centre.

**H**uronia Regional Centre is a facility for the developmentally handicapped, located on the shores of Lake Simcoe in Orillia.

Huronia's history dates back to the 1850s. At that time a small hospital in Couchiching Park, Orillia, accommodated several developmentally handicapped people. When more space was needed, the hospital moved to its present location in 1876. It became the first institution in Ontario built exclusively to serve people with developmental disabilities.

The Ontario Hospital, as it was called, grew in physical size and client population until it became the largest facility of its kind in Ontario. By the mid-1960s, there were more than 2,500 clients. Although training and vocational programs existed, the large population prevented staff from providing more than basic care to those with severe disabilities.

The 1970s brought many changes to the facility. Policies formed by the government of Ontario were directed at phasing down large institutions and developing community living opportunities. In order to prepare clients for community alternatives, the facility shifted its emphasis from long-term custodial care to programs designed to offer every client an opportunity to develop the self-care and social skills needed for community placement. To reflect this emphasis on developmental programming and



▲ Laura MacDonald and Brian Paddle enjoy the Mark Johnston Memorial Pool, which is part of the Huronia Regional Centre in 1985.



▲ Dianne Harburn enjoys using a micro-computer. Since 1984, micro-computers have helped Huronia clients lead a more independent life by teaching language, problem-solving, and fine motor skills.

the new developing partnership with the community, the name of the facility was changed in 1974 to the Huronia Regional Centre.

In the 1980s, the focus continues to be one of helping clients make the transition to community living. Residential areas and programs throughout the Centre are designed to meet the needs of those with physical handicaps, sensory impair-

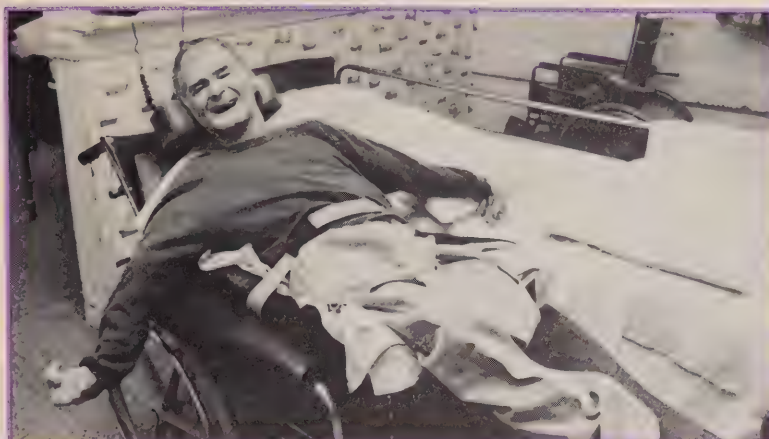
ment and other severe disabilities. To improve the living and working environment of the Centre, extensive renovations are made continuously.

Today there are slightly less than 800 clients at Huronia. There are approximately 1,200 employees, who provide direct care to clients, professional support or administrative services to staff and clients. ●





Huronia



◀ Ross Church is a happy man as you can see. After many years of being confined to bed, he now has wheels. The future should continue to improve for Ross. The Assistive Devices Committee is moving Huronia Regional Centre into a new era of technology, bringing the benefit of new technical developments to Huronia's most needy clients.



▲ A back care program has been introduced to help Huronia's employees become more aware of back care and ways of preventing back injuries. Kinesiologist Rick Beaver and student kinesiologist Sandy Kusleika, with the help of Nasim Mitha, demonstrate the correct technique for lifting someone from the floor to a wheelchair.



▲ Jim and Alma Thornton have been "approved home" operators for many years, providing a warm family atmosphere to four Huronia Regional Centre clients in a farmhouse just outside Orillia. The Thorntons assist in learning everyday family life activities, developing new skills, and participating in social and leisure activities. From left to right: Alma Thornton, Colleen Locke, David King, Jim Thornton, and Diane Grier.



▲ Whether shovelling snow or setting tables, Raymond Quennville enjoys helping out at his new home—Huron's Multi-Sensory Houses (MSH). Opened in January 1986, MSH are the homes for 20 clients—10 in each house. All of these clients are blind or legally blind and some are also hearing impaired.



▲ Keith Taggart concentrates on pouring juice in Huronia's Community and Living Skills Program. At left is residential counsellor Dorothy Bromanis. Clients learn self-care skills, introductory cooking skills, basic domestic skills, and community orientation. This program offers the client the opportunity to both learn new skills and use them daily. Independence is encouraged in all areas of the program, with an emphasis on fun.



# A helping hand for sole-support mothers

*Each woman in this program is anxious to set the right path for herself, yet is just as eager to help other women reach their goals.*

by Nancy Cathers

If you need a little jolt of enthusiasm; if you have little or no motivation and you just need to sit in a good positive atmosphere for a while, then arrange to visit the Sole-Support Mothers' Program in mid-town Toronto for an hour or so some afternoon.

The 10-year-old program, which is jointly funded and operated by the Ministry of Community and Social Services (MCSS) and the Canada Employment and Immigration Commission (CEIC), generates such positive energy that even a complete stranger could pick up on it.

The services are available to all sole-support mothers in the metropolitan Toronto area who receive either Family Benefits Assistance (FBA) or municipal General Welfare Assistance (GWA). The program is designed to provide vocational counselling and assist single mothers in finding full-time employment.

Each woman involved in the program is anxious to set the right path for herself, yet at the same time is just as eager to help the other women reach their goals. They share ideas, offer constructive advice and learn to accept it from others.

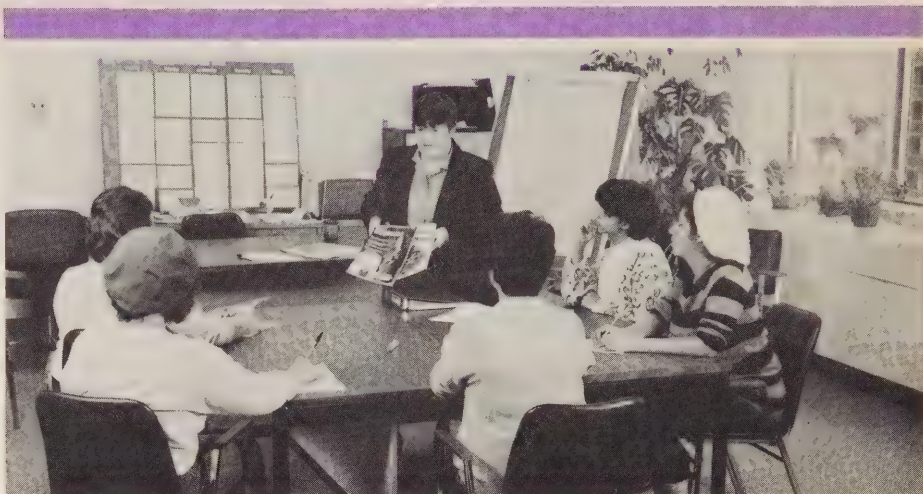


Cherril Baker

Co-ordinator Cherril Baker has been involved with the program since 1979. She has helped guide many single mothers and has watched the program develop into a very effective service. "It's always been a team effort," she is quick to note.

"The women leave here with a sense of direction that they don't have coming in."

While they may be referred to the program by field workers and employment counsellors, most of the women learn about the program from brochures received by direct mail. More than 22,000 brochures were mailed out to sole-support mothers on FBA in the 1985-86 fiscal



Dorothy Mercer of the Sole-Support Mothers' Program talks to women who are interested in the program at one of the weekly general information sessions.

year. Of those, 1,400 contacts were made. Over the fiscal year, 136 of the program's clients found full-time employment.

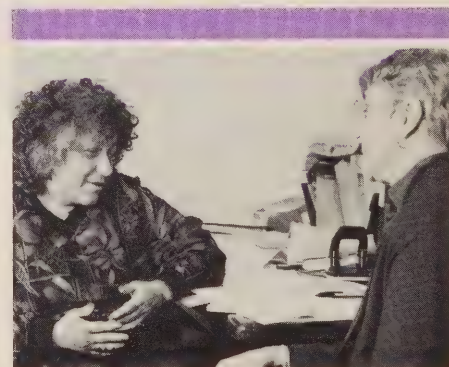
Although each woman's reason for joining the program varies, the underlying motivator is the same. They have tried to find work and haven't been successful. They want to get off FBA or GWA and don't know what to do. As one young woman explained, in her case the final deciding factor before joining the program came down to the question, "What have I got to lose?"

The answer? Nothing. In fact, as it turns out, there is a lot to gain. Once they apply to the program the women are given appointments for joint assessment interviews where a counsellor from MCSS and a CEIC counsellor work out a plan of action for each woman. The initial assessments examine: particular skills, interests and abilities; potential areas of employment; possible needs for additional training, counselling, and/or education; employment readiness; and personal concerns about employment.

Following assessment interviews the women may be referred to any of the following for further preparation: job search programs (part of the Sole-Support Mothers' Program); CEIC programs; or the Sole-Support Mothers' Program's own Orientation-to-Employment course

(OEC), which is followed by an individual job search with one of the CEIC counsellors.

Barriers to employment are discussed: lack of self-confidence, day care needs, inadequate housing, and health or family problems. A woman may be referred to family services for housing or specialized services for the children. "We do a lot of supportive counselling," Cherril says. "Even after they have a job, we provide job maintenance counselling."



Doreen Jacobson, left, gets some advice from Pat Skippon, who is a job counsellor with the Sole-Support Mothers' Program.

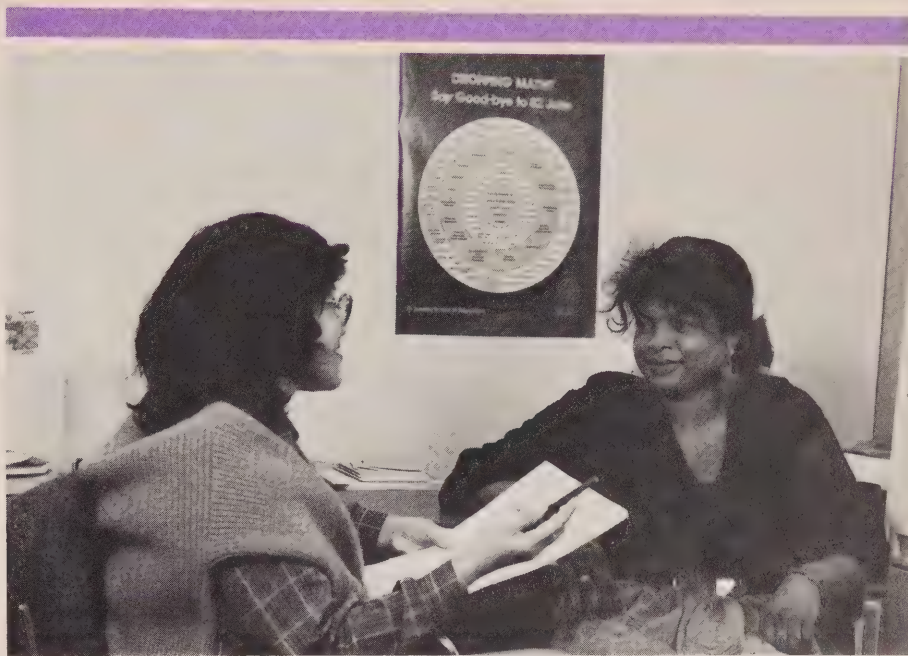
Counsellor Pat Skippon describes the course as "an eye-opener" for the participants. "Generally speaking, their horizons are pretty limited." What the course does is help the women set realistic goals for themselves, and plan out routes which will take them to those goals. "Basically what we do is teach





*Counsellor Dorothy Mercer with a list of the many topics covered in the Orientation-to-Employment course.*

David Lee



*Jean Mark, left, a counsellor with Canada Employment and Immigration, discusses job possibilities with Berklyn Gravesande at the office of the Sole-Support Mothers' Program.*

David Lee

them how to market themselves," says Pat.

The course is directed at women who are prepared to seek immediate full-time employment. The content of the course is concentrated and practical. It aims to develop job interview and job search skills, including résumé preparation, and personal presentation. The course also examines the implications of employment, and deals with family problems which may arise when a mother goes to work. Real employers volunteer their services for mock interviews which are video-taped and later analysed to teach appropriate interview skills.

The course runs for three weeks every month, usually with a group of eight to 10 women. Participants continue to receive their regular benefits throughout the course, and additional expenses such as public transit fares and child care are covered for those who participate in the Orientation-to-Employment course and Job Search.

CEIC counsellor Jean Mark says the program's success is due largely to its structure.

"Group interaction is of prime importance. Without it I don't think we would have as many successes. People are more willing to take advice and criticism from their peers," says Jean.

Two days of the program are set aside for job search, following which

the results are tallied and examined. Those who are looking into furthering their educations take this opportunity to visit the institutions of their choice. Not everyone will find employment in those two allotted days, which is why Job Search continues up to three months after the orientation course has finished.

"We don't abandon them," says Cherril. "Job Search goes on for three months and their expenses are still covered for that time." In some cases the search for employment may take longer but if it appears that the individual is making progress, financial assistance may be extended.

**I**n one session, a client found employment in her field as an upholsterer after the first day of job search. Another woman was waiting anxiously on the second last day of the course to hear from General Electric in Peterborough as to whether or not she would be hired as an electrical engineer.

The job search aspect of the course concentrates on a direct contact approach to finding employment.

"Direct contact is the most effective," says Jean. "Ads in newspapers only amount to about 20 per cent of the jobs. The women usually have an idea where they want to work. It has to be close to where they live," says Jean.

Cherril notes, "The women have ideas of what they want to do, but not how to do it." Sometimes the women are looking too far ahead, aiming too high. The Orientation-to-Employment course recommends looking into non-traditional occupations where there is more demand. Two participants who decided to go that route applied to Seneca College for the Introduction to Non-Traditional Occupations (INTO) program. Elaine hoped to become a machinist, while Lucini was leaving her options open.

Without hesitation, the women recommend the program highly.

"It makes you feel good about yourself," says Tracey.

"When you come in you don't know what you're going to do. It's a last resort. When you leave you have a whole new outlook," says Sue sincerely. And in order to make sure the program is seen from every angle Elaine makes sure to note, "It's good to know you're not the only one."

These women believe in the program. What's more, they believe in themselves, which, they say, is a direct result of the program. When they leave the building their spirits are high, and they know they are going to be all right. And if you're there, you know it too. ●

*Nancy Cathers worked on a one-month placement in the MCSS Communications Group last year.*



# Not a pretty picture

**Children who have been abused have no trouble expressing their emotions through art.**

by David Grossman

Remember those fond days of waving goodbye to mommy, somewhat emotionally, and walking into kindergarten only to head straight for the crayons, paints and plasticine?

Memories and we'll probably never forget them, right?

In fact, many of those wonderful drawings—from future Michel-angelos—and sculptures of Play-Doh were displayed on school walls, shelves and, literally, throughout households.

Well, this may come as a surprise to you but today, children's art has become a major factor in the detection of sexual and physical abuse.

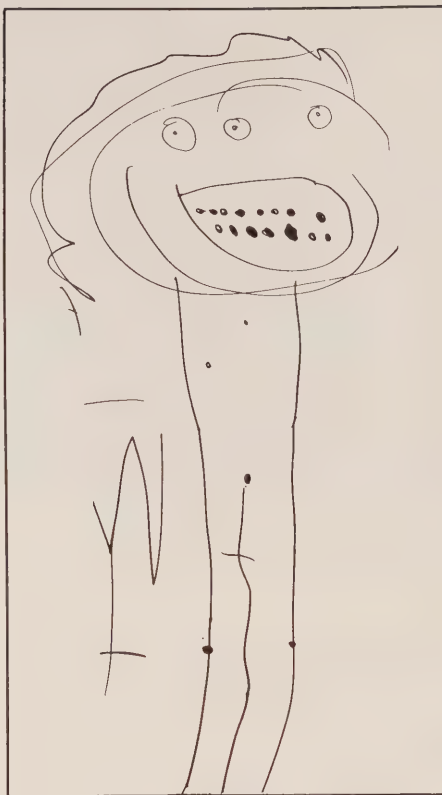
So much so, that many specialists using it in the social service professions are uncovering horrifying details of more cases of shocking and rather disturbing evidence of child abuse.

In many cases, the use of art, analysed over and over again, is depicting a tragedy that is scarring the minds and futures of hundreds of youngsters.

At a recent national conference on sexual abuse held at the ministry's Thistletown Regional Centre in Toronto, participants at one workshop listened to social worker Judy Finlay describe how young children, who have been traumatized, need no help expressing their feelings through art.

"If kids under the age of six are subjected to exposing or the touching of genitals, then it will show in their artwork," said Finlay, unit supervisor in Clinical Services at the Thunder Bay Regional Children's Centre and responsible for a sexual abuse treatment program serving northwestern Ontario.

Finlay, whose office resembles an art gallery, displayed some of the "talking pictures" created by children of all ages. Each one told a clear story of a youngster's personal world interrupted by fear, rage and



**Three-eyes**—A five-year-old girl describes the facial expressions of a 70-year-old man who sexually abused her.

confusion—signs of a social environment taking its toll on an innocent victim.

Some of the examples she shared:

Tommy, a nine-year-old boy who lives with his mother and step-father, saw his mother physically abused by his birth father. Now, the youngster was being abused by his mother;

Amy, a four-year-old girl, was cruelly physically assaulted by her 70-year-old grandfather;

Ellen, a seven-year-old girl visiting the home of a 16-year-old male babysitter, was sexually assaulted on five different occasions.

According to Finlay, use of art is less intrusive and threatening than verbal forms of intervention. It's also a really valuable tool that builds rapport and facilitates treatment.

Psychiatrist Dr. Basil Orchard, on the staff of the Credit Valley Hospital in Mississauga and an assistant professor at the University of Toronto, agrees that art therapy works.

**"Talking pictures," that's what a number of experts working with young victims of sexual and physical abuse, have called the free-feeling artistry created by these children. David Grossman spoke with a number of clinicians who have helped these children, and, with the assistance of the Regional Children's Centre of Thunder Bay, shares some of the disturbing reality that is showing up in the children's artwork.**

"Yes, it does and I am aware of cases in which more of it is being done," he said. "It helps to express things that small children don't have words for."

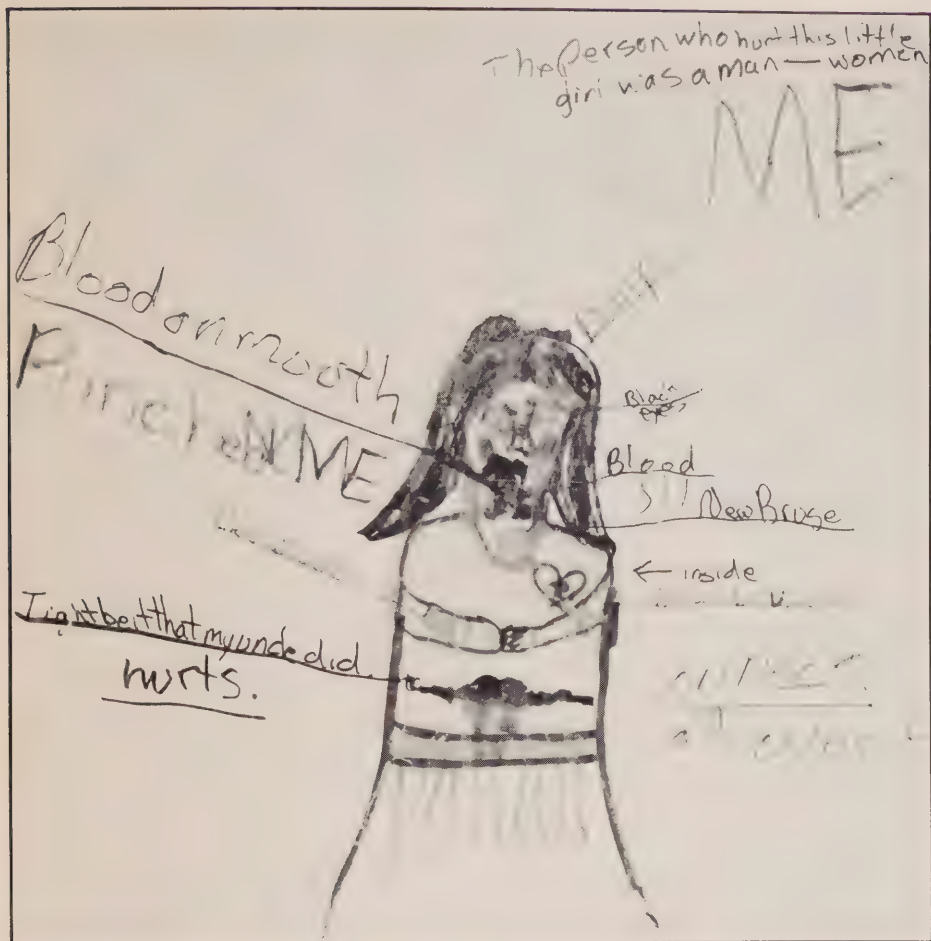
Dr. Dick Berry, director of the Safe-T program at Thistletown Regional Centre, is a firm believer that the scribbles, stick figures and sketches can be important messages.

"It's a natural extension of a child's play," said Dr. Berry, a psychologist and chairman of the conference. "Sure it's helpful, it's an excellent medium for kids who have difficulty in approaching or dealing directly with the subject of sexual abuse."

But Finlay, whose Thunder Bay team is dealing with 60 cases of sexually abused children between the ages of three and 18, has a message for the educational system, in particular.

"Teachers, especially those in primary schools, could be advised to clue in more to what kids are saying,





**It's me**—"The person who hurt this little girl was a man" was one of the thoughts that came to mind when an eight-year-old girl was asked to paint her feelings.



**Big hands**—An 11-year-old girl was physically assaulted by her stepfather and recalls, in her painting, the hand emphasis.

especially through art," she said indicating that, in her area, there appears to be more reporting of cases than ever before of abused pre-school children.

"We use art as one of the many elements for assessment and have to rely on other sources. We're not art therapists—we haven't been trained that way—and we only use it as a tool in the clinical work."

The Regional Children's Centre—a major children's mental health centre in Thunder Bay—handled about 1,100 referrals last year, mainly from children's aid societies, doctors, schools and parents.

Finlay said cases ranged from referrals for reasons ranging from behavioural problems in school and acting out at home to cases of bed-wetting and, in some circumstances, children who reported they wanted to die. ●

David Grossman is the co-ordinator of media services in the MCSS Communications Group.



**Blackness**—Teenage girls, victims of sexual abuse, were asked to paint how they felt after their assault.



### Considering a career change?

by Janice DeHart

**W**hen you are considering a career change you first need to: *identify* the change you would like to make and *know the process to follow* to achieve your career goal.

Often a person will know they want a change before they know what kind of career change they would like to make. Careful consideration is needed at this time because you are in fact career planning.

Let's take a look at the resources you have when you are career planning.

**Management**—Staff development relating to present position or career development is seen by this ministry as a management responsibility.

**Employment Equity Program**—The program is committed to ensure equal opportunity for career development for women in the ministry. Contact one of the program officers at (416) 963-1976 for further information.

**Human Resources Branch**—The recruitment process is one of the responsibilities of the Human Resources Branch.

**Yourself**—You are your greatest resource person.

Examples of career development assignments are:

**Acting Appointment** is when an employee is assigned to a position in an acting capacity.

**Secondment** is the movement of management employees for a specific period of time into another position.

**Job Rotation** is the appointment to a position within the branch, usually to a lateral classification.

**Staff Exchange** is a temporary exchange of employees between two or more positions.

At performance appraisal time be sure to express your career interests to your supervisor. He/she should recommend education and training for your career development.

Find out more about the opportunities for staff training and development in your branch. Look

### Make a strategic move



into training courses offered through the Human Resources Secretariat, education programs and in-house training courses. Investigate external courses, conferences and seminars. ●

### Professional growth through student placement

by Lynda Fitzpatrick

I welcome this opportunity to thank the MCSS Employment Equity Program for allowing me to learn and develop professionally through a student placement.

In December, 1986, I completed the academic portion of a one-year post-graduate program, Equal Opportunity Management, at Confederation College of Applied Arts and Technology, Thunder Bay. Criteria for graduating included completion of a four-month student placement to gain practical experience. Realizing that the employment equity market in Thunder Bay was limited I opted for Toronto.

I was fortunate to be under the direction of a qualified practitioner, Estella Cohen, manager of the Employment Equity Program, who allowed me to gain the expertise required to work in this area. Some of my responsibilities included conducting career planning workshops and providing career counselling to ministry employees. Having a keen interest in statistics I also indulged in research for an annual report which addressed regional differences with respect to under-represented classifications. My research also addressed available employment equity initiatives by visiting equal opportunity programs such as the City of Toronto. Networking, therefore, was an

important tool in my research.

My opportunity in the MCSS Employment Equity Program allowed me to put into practical use what I learned academically. I gained an understanding of the differences in programs with the various levels of government and an in-depth understanding of the MCSS program. ●

### Changes in the office

by Estella Cohen

Employment Equity is an ever-evolving program and so we in the program are accustomed to change. It is my pleasure, therefore, to inform you of the latest staff changes.

In January, Lynda Fitzpatrick began a student placement with Employment Equity from Confederation College in Thunder Bay. Lynda has since returned to Thunder Bay and is working with the college.

In May, Janice Ward from the Communications Group was seconded into the program officer position for one year. Diana Rankin, program officer for Central and Southwest regions, was appointed as Employment Equity Program manager with Industry, Trade and Technology in March.

Shortly after Diana's departure, Janice DeHart joined us on secondment as a program assistant. Janice is now with the Employment Equity Program at the Ministry of Treasury and Economics.

And finally, as of July 1, Kerry Delaney, from Capital and Administrative Services, will take over as the new program manager when I begin a one-year sabbatical. ●

*Estella Cohen is the manager of the MCSS Employment Equity Program.*



# New horizons for native youth

by Dave Rudan

**“W**hen I was your age I wanted to be a doctor... it didn't work out that way,” said Eli Sawanas in a quiet monotone, before a small class of Grade 10 students in his home town of Sandy Lake.

Eli had the students' undivided attention. They were listening to the words of a friend and neighbour, someone they trusted. Most of all, they were listening to Eli Sawanas, the juvenile probation officer with the ministry; one of their own who had “made it.”

“What do you want to do when you graduate?” Eli asked.

“Your job,” replied a lean, handsome lad with a big grin, and everyone laughed.

There was tension in the room because these young people were going to have to make the first major decision of their lives. They were hanging on to every word Eli offered, for he had made the same decision just a few years earlier. He understood their fears and anxieties.

Sandy Lake is about 300 air kilometres north of Sioux Lookout, near the Manitoba border. Unlike most Ontario students, the young people here have to leave their families and homes in order to complete their secondary education. Grade 10 is the highest level offered in the remote communities of the north.

“They might go to Thunder Bay—maybe Ottawa or Toronto... it depends where they can take them,” explained Eli, who finished high school in Thunder Bay. “Some can't make it because they get too lonely.”

Early in March, Eli spoke to students at Northern Star School, Sandy Lake, and Beach Okay-Birchstick School, Pikangikum, as part of a native employment initiative sponsored by the federal Public Service Commission. Since 1984, several MCSS employees have been part of a team of representatives from government and the private sector, speaking to young adults and children about occupational opportunities.

“We're attempting to broaden their perspectives beyond the occupations they see daily,” said Bill



*Eli Sawanas of Sandy Lake, left, an MCSS juvenile probation officer, with a young student who is learning about career opportunities for native people in north-western Ontario.*

Bastien, the native employment coordinator for Ontario. The intent is to inspire young people to complete their education and return to their communities with new, employable skills.

“There are many new career opportunities for people in the north,” said Bill, citing Ontario's recent developments in native children's services.

In April, representatives of the Nishnawbe-Aski nation and MCSS Minister John Sweeney signed agreements designating the Tikinagan Child and Family Services, in the northwest, and the Payukotayno—James and Hudson Bay Child and Family Services, as official children's aid societies.

“These are the first Indian children's aid societies... for our people, it's an important step toward the realization of Indian self-government in Ontario,” said Archie Cheechoo, Deputy Grand Chief of the Nishnawbe-Aski nation.

Native children have the ability, but not the same opportunities as children in the south, Eli explained. Opportunity often means leaving home at the age of 16 and living in a boarding home in a distant city.

“If they're in Ottawa or Toronto, they might get home only at Christmas and the summer,” said Eli.

In a pre-tour briefing, Bill Bastien advised presenters that the children are shy and therefore not to take it personally if some appeared to be inattentive. The children didn't discriminate; natives and whites met the same wall of silence.

In Sandy Lake, Sarah Sawanas (Eli's wife), acting principal at Northern Star School, prepared her staff. The teachers then primed their students on what they might expect and focused lessons on careers and opportunities.

When the visitors arrived they received a celebrity's welcome. Doug Harpell of Ontario Hydro and Mark Levac of Revenue Canada were surrounded by children requesting their autographs.

“Perhaps I'm overly optimistic, but if we can encourage one student to complete their post-secondary studies, it is well worth the time and effort to organize these presentations,” said Bill Bastien. Eli Sawanas agreed; more children in the north were completing school and he suggested that the career talks should be given twice a year.

An elder from Weagamow commented that his community appreciated the assistance that they received from the south, but he was sorry that people did not stay longer. The turnover of teaching staff is high, since the majority of them are from the south; however, more and more native students are receiving their teaching certificates.

Eli feels good about the efforts being made to help their communities to be self-sufficient. He can see the changes. “Soon there will be no need for the children to leave their homes,” he said. ●

*Dave Rudan is the manager of regional operations in the MCSS Communications Group.*



### A tribute to Michael Forsayeth



Michael Forsayeth with two of his sons, Robbie and baby Andy. This photo was taken in the early 1970s.

The ministry sadly bid its final farewell, by presenting a post-humous Staff Community Involvement Award, to Michael Forsayeth, who died suddenly on January 19 this year.

Roy Ettles of the North Bay District Office, a good friend and former co-worker of Michael's, said, "He died doing what he did best, teaching some kids how to ski." Michael was renowned for his community spirit, and genuine love of children.

Originally employed with Project DARE in 1973 when it was under the umbrella of the Ministry of Correctional Services, Michael joined Community and Social Services as an income maintenance field worker in 1976. When he died, he was an income maintenance officer, providing special services to people in the South River Local Office area.

While employed with Project DARE, Michael single-handedly designed and managed Project Wilderness, an outdoor vacation experience program for disadvantaged children. Today, Project Growth, an offshoot of Michael's original project, is a major event employing many staff from Project DARE.

Michael was very active in the community, in hockey, as a scout master, with a youth group, as a firefighter, a Shriner and with the village of Sundridge recreation committee and arena board.

That Michael touched the lives of a great many people is evident in a letter written by Frank Campbell, manager of support services with Project DARE in South River:

"Prior to his death, he (Michael) and Ginger (his wife) had bought a \$100 ticket to a Lions elimination draw and dance. The number they chose was 33—his old football jersey. Though Ginger did not attend the event, this ticket was in the draw. Only toward the end of the elimination—when there were perhaps 15

tickets left, did it become apparent old number 33 was still with his friends. His good nature endeared him to his community and almost half the population was at that dance. When there were about five tickets left, there seemed to develop a sense that Mike—who always loved to laugh—was to have a good final laugh. When the second to last ticket was called, there was a deafening cheer, not in derision for the party who finally lost, but for a real winner to all who had the privilege to call him friend—Mike Forsayeth, number 33. There were an awful lot of moist eyes at the dance that night." ●

Jane E. Greer

MCSS Communications Group

### \$30,000 for Federated Health



Robert Miller

**Federated Health winner**—Kusum Girdhar of Records Registry, in the Capital and Administrative Services Branch, is all smiles as she collects a \$290 prize from assistant deputy minister John Burkus, right. Robert Howie, left, helped to organize the 50/50 draw for the Federated Health Campaign. Kusum immediately donated \$100 of her prize to the campaign, so that \$390 went to the nine Federated Health charities. ●

The 1987 Federated Health Campaign, organized by ministry employees in the Metro Toronto-based area, raised a grand total of \$30,000, well above the target of \$18,000.

"It was a lot of work for everyone involved, but also a lot of fun," said campaign co-ordinator Bernice Wilkinson. "We were really pleased with the special effort that people put into the canvassing and special events."

Individual donations, which totalled \$22,464.56, ranged from 50 cents to \$600 per donor. Special events, which raised the other \$7,535.44, included the sale of roses for Easter, bake sales, auctions, a money tree, and raffles.

The money raised goes to nine health-related charities. ●



Anne Marie Hill

Frank Reilly, in costume as the Tree of Life, was the MCSS mascot at Federated Health Campaign events. Teresa Bernardo, the costume's creator, adjusts Frank's branches. Teresa and Frank work in the Metro Toronto North West Office. ●



## Letter to the editor

Dear editor,

I have just examined a copy of the Winter 1987 *Dialogue* magazine featuring "The Many Faces of Volunteerism." I was pleased with the coverage given to our efforts in Victoria County to meet the needs of our senior citizens.

Thank you for the fine coverage of a much needed and appreciated service.

Roy Grant

Little Britain, Ont.

Please send letters to:

Robert Miller, editor  
Dialogue  
MCSS Communications Group  
7th Floor, Hepburn Block  
Queen's Park, Toronto  
M7A 1E9.

## Social workers take note

Two social work associations have contacted us recently regarding changes in their eligibility requirements for social work graduates.

If you are interested in membership information, contact the Ontario Association of Professional Social Workers at 410 Jarvis St., Toronto M4Y 2G6; or the Ontario College of Certified Social Workers, at the same address. ●

## \$19.6M in supports for young offenders

In May, MCSS Minister John Sweeney announced \$16.6 million in capital grants for living accommoda-



Mario Scattoloni

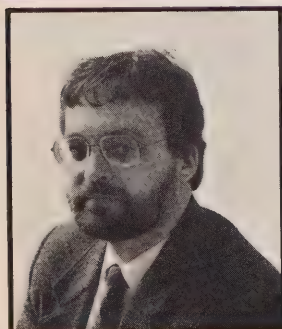
**New institute**—Dr. Freda Martin, executive director of the C.M. Hincks Treatment Centre, Toronto, admires a model of the new C.M. Hincks Training, Research and Resource Institute. The new Institute, which will provide training and research opportunities for children's mental health professionals such as child psychiatrists, psychologists, social workers and child care professionals, will be built adjacent to the existing C.M. Hincks Treatment Centre in downtown Toronto. ●

tion and \$3 million in community support services for young offenders who commit an offence while over the age of 12 and under the age of 16.

The ministry plans to replace large, institutional training schools by developing a network of smaller and more numerous secure custody facilities in Ontario's north, southwest, and southeast regions. Some of the facilities are new; others are already in existence but will be renovated or upgraded. ●

## People on the move

Celia Denov, the former area manager in Thunder Bay, is now the ministry's area manager in Barrie. Doug Hayman becomes the new area manager in Thunder Bay. Joanne Campbell, a City of Toronto councillor, was named chairman of the Social Assistance Review Board in April. Her appointment will take effect in October. Ms. Campbell is a member of the Social Assistance Review Committee. ●



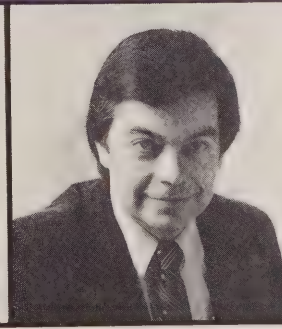
**Robert Miller**, editor of *Dialogue*, which was judged the best ministry magazine (staff co-ordinated).



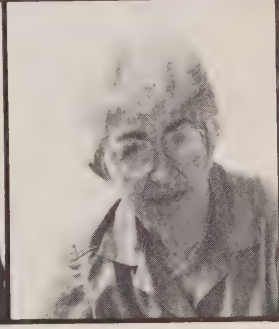
**Debbie Adamson**, who handles the production of *Dialogue*, shared the award with Robert Miller.



**Shirley Paquette**, who won for her role in the production of the film *You Can Do It Too!*



**Frank Fecteau**, whose communications plan for the *Child and Family Services Act* received a gold award.



**Prudence Whiddington**, whose *Dialogue* story on a day in the life of *Les Horne*, child and family advocate, took the gold award for feature writing (Prudence also received an honourable mention for her *Dialogue* article on the women's shelter *Haven House*).

Photos by Mario Scattoloni

## FORUM winners

MCSS Communications Group staff came up with four gold awards at this year's FORUM awards, which honour achievement in the field of communications. The competition is open to all provincial government ministries.



# Le secteur d'Ottawa et les services en français

par Yvon Riendeau

**L**e 21 novembre 1985, lors d'une conférence sur les services en français parrainé par le secteur d'Ottawa, l'honorable John Sweeney annonçait que la politique du Ministère en matière de services en français s'appliquerait dorénavant aux organismes de paiements de transfert. Pour faire suite aux recommandations de la conférence de novembre 1985, et en préparation pour la mise en oeuvre de la nouvelle loi sur les services en français, le bureau de secteur d'Ottawa expédiait récemment des lignes directrices à tous les organismes financés par le Ministère qui assurent des services dans les endroits désignés du secteur d'Ottawa. Tous ces organismes devront établir un plan de services pour la fourniture des services sociaux en français.

Chez les organismes qui n'offriront pas de services en français, le plan

pourra se limiter à un énoncé de principe très succinct qui désigne l'organisme ou les organismes auxquels les clients seront renvoyés s'ils désirent des services en français.

Les organismes dont l'administration se fait en français devront établir un plan d'action visant à offrir des services en anglais, au lieu de services en français. Les mêmes lignes directrices s'appliqueront.

Les agences auront jusqu'à la fin de mars pour développer des plans de services qui seront revus par les comités de programme compétents en collaboration avec le comité consultatif francophone du Ministère pour le sud-est de l'Ontario. Les comités de programmes décideront d'une direction globale qui résultera dans un réseau de services coordonnés et intégrés. Les comités auront des recommandations spécifiques pour les agences. Ces recommandations seront négociées avec les agences par les superviseurs de programmes.

Le plan de services des organismes devra adresser les modalités d'application suivantes:

1. description et analyse du secteur desservi par rapport aux services en français;
2. politique de l'organisme en matière de services en français;
3. désignation de postes bilingues;
4. unités organisationnelles francophones;
5. coordination des services en français;
6. communications avec la collectivité francophone;
7. présence de francophones au conseil d'administration;
8. cours de français;
9. perfectionnement professionnel pour les employés francophones;
10. bénévoles;
11. traduction.

Beaucoup d'organismes communautaires dans le secteur d'Ottawa avaient pris l'initiative de développer des services en français avant que le bureau de secteur en fasse la demande formelle. Ils sont donc très intéressés à collaborer avec le bureau de secteur pour rendre le réseau de services en français plus efficace.

Le bureau de secteur continue également à améliorer la qualité des services en français qu'il administre directement. ●

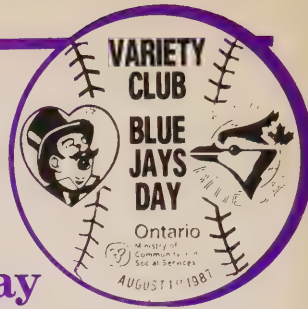
**Yvon Riendeau**

Agent de planification  
Bureau de secteur d'Ottawa



Michel Tessier

Le président du conseil d'administration du Centre psychosocial pour enfants et familles d'Ottawa-Carleton, Ronald Leduc, et la directrice générale de l'établissement, Marie-France Dionne, posent devant l'édifice sur la rue Charlevoix à Vanier.



## Blue Jays Day

by Michael Kurts

**F**or months ahead, everyone was planning for August 1, when 10,000 very appreciative fans would travel to Toronto to enjoy all of the sights, sounds and smells of a major league baseball game.

You might say that's not unusual. But the 10,000 fans are some very special children, who travel to the ball park courtesy of the Variety Club, the Toronto Blue Jays and the Ministry of Community and Social Services.

The event is the fifth annual Variety Club Blue Jays Day. Disadvantaged children from all over the province are flown and bussed in to see the Blue Jays, this year against the Cleveland Indians at Exhibition Stadium.

Lloyd Kishino, this year's Variety Club chairman for the Variety Club Blue Jays Day, says the big day is a different kind of event for the kids and for Variety Club.

"Variety does a lot of very important work in helping disadvantaged children lead fuller lives. This day is an attempt to just let the kids have some fun. And believe me, it's a day they never forget."

Planning for the big day is a huge job. Representatives from the ministry's 13 area offices work for months with local agencies to find the children who attend the game, while the Variety Club handles the complicated and costly task of arranging transportation for 10,000 kids to get to Exhibition Stadium from virtually every part of the province.

The day itself is a delight for the children... and that's largely due to the generosity of the Blue Jays and Versa Food Services. The Blue Jays, of course, provide the tickets. Versa makes sure every kid gets a hot dog and a drink because, after all, what would a trip to the ball park be without something to eat?

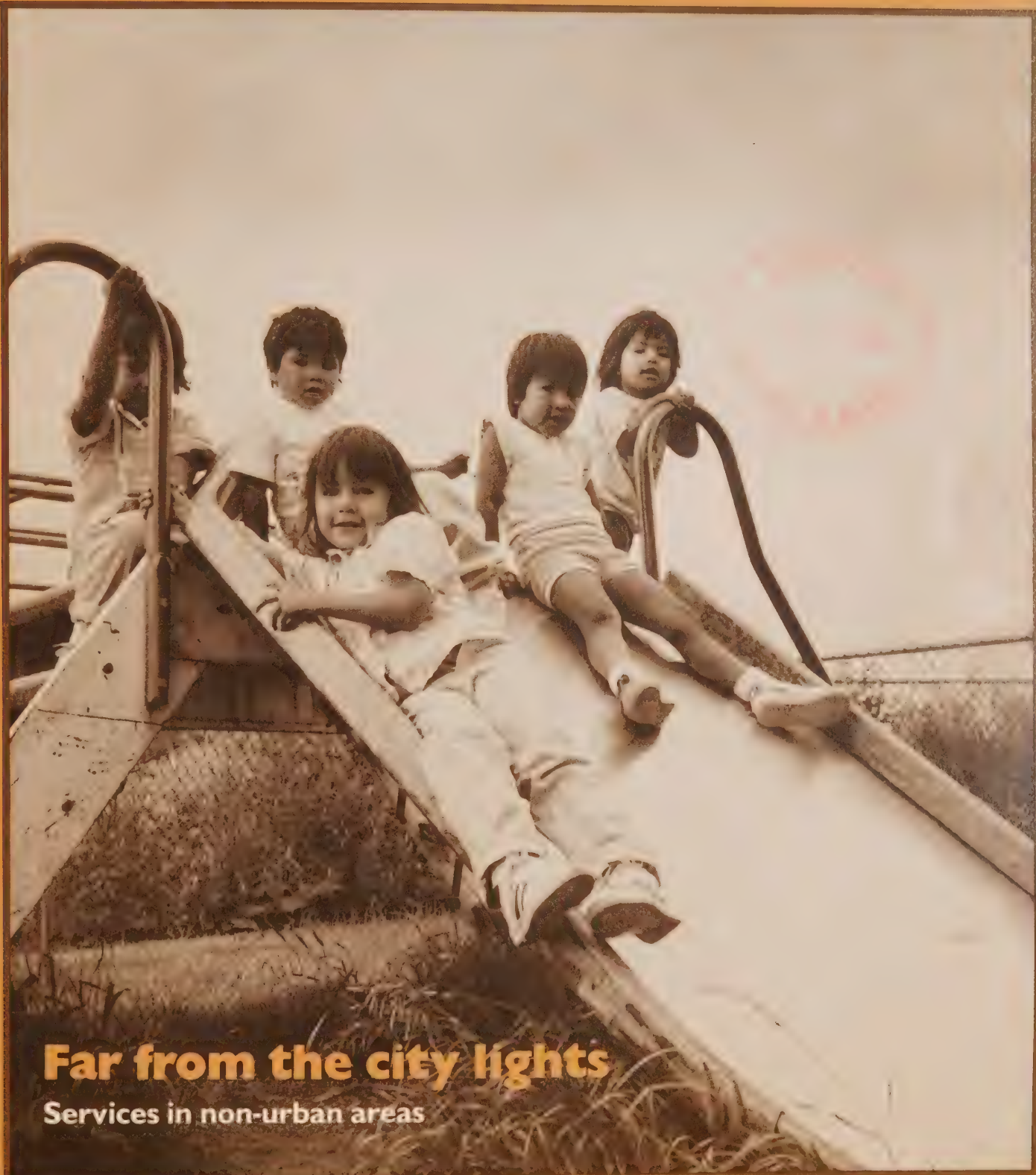
Air Canada employees also help on game day by handing out souvenir buttons and helping the kids to their seats. ●

Michael Kurts is the acting manager of news and media services for MCSS Communications Group.



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# Dialogue



**Far from the city lights**  
Services in non-urban areas





# Ontario

Ministry of  
Community and  
Social Services

Hon. John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications Group of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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**COVER:** On a warm summer day, what could be better than a few trips down the slide? So say these children at the Shoal Lake Day Care Centre, 70 kilometres west of Kenora, and we tend to agree. See page 3 for the story. This issue, *Dialogue* travels to several places in the province where people may live far from the city lights, but nevertheless receive a wide range of social services, services delivered where they live. Cover photo by Dave Rudan.

## The Multi-Year Plan

In late spring, Minister of Community and Social Services John Sweeney announced a major plan that will lead to the improvement and expansion of services to as many as 11,000 people with developmental handicaps in the province.

The plan, which provides for \$33.6 million in operating and capital costs in the first year, is designed to assist the ministry in achieving a long-term goal of a community service system where all developmentally handicapped people are supported in their home communities, said Mr. Sweeney.

The initiatives, intended to assist 8,000 to 9,000 developmentally handicapped people already living in the community and another 2,000 waiting to move from institutions, include:

- providing a wide range of residential, supported living, employment, day program and support services to developmentally handicapped people now living in the community;
- assisting families to better care for their developmentally handicapped children at home through parent relief, infant development and other development programs;
- providing community living opportunities for developmentally handicapped people now living in residential facilities and those currently living in nursing homes;
- assisting the sons and daughters of aging parents to set up households with the support and supervision they require;
- reforming the sheltered workshop system and introducing new forms of affirmative business, employment training and supported employment programs; and,
- establishing an objective and equitable wage policy for employ-

ment training and alternatives to competitive employment.

While the focus of the initiatives and the bulk of the funding will be going toward development of community-based services, total community living is not expected to be achieved within the next several years. As a result, Mr. Sweeney said some of the announced funds will be spent to ensure that a high quality of care for those who remain in institutions, for the time being, will be maintained.

Mr. Sweeney called on the ministry's partners in the community, including associations for the developmentally handicapped and other non-profit organizations, to work with the ministry in fully developing and implementing the initiatives.

The Multi-Year Steering Committee, with more than a dozen ministry employees drawn from several divisions and regions, is co-ordinating the implementation of the new plan. The committee is co-chaired by Sandra Lang, director of the Services for the Disabled Branch, and Ken Macdonald, Southeast Region director. Barbara Maslowsky of the Services for the Disabled Branch is the Multi-Year Plan co-ordinator.

Planning and implementation teams in each of the ministry's four regions will assess service priorities and co-ordinate local planning. Service agencies, institutional staff, consumer groups and families will be involved in planning how the initiatives will be implemented.

A publication which describes the Multi-Year Plan in detail, *Challenges and Opportunities: Community Living for People with Developmental Handicaps*, was distributed in July. ●



# Debbie Ramsay, early childhood education consultant

Story and photos by Dave Rudan

**"T**his is the big one," says Debbie Ramsay. With two hands firmly on the steering wheel of her 4x4 "Multi," Debbie, our early childhood education consultant from Kenora, is on her way to the Shoal Lake Indian Reserve. The "big one" is the annual child care centre licence renewal inspection.

Shoal Lake is part of the Lake of the Woods chain; the reserve, made up of Bands 39 and 40, sits on the Ontario-Manitoba border. Debbie parks in Band 39's lot and walks down to the wooden wharf to await a boat ride over to a peninsula, 300 metres across the channel, where Band 40 and the child care centre are located.

Fifteen years ago, Shoal Lake and Whitefish Bay became the first reserves in northwestern Ontario to operate day care centres. It was part of a \$10-million Ministry of Community and Social Services effort to create municipal day care, and centres for developmentally handicapped children around the province.

**T**here is always a degree of tension during an inspection, but today it's a little more intense. Debbie is excited, she wants it to go well, for in a sense, she is returning home. In 1973, she was hired by Band 40 as their day care supervisor; it was her first, full-time job in the occupation after graduation from Confederation College in her home town of Thunder Bay.

"The people really looked after me," Debbie reflects, with obvious affection. "They gave me the nickname of 'Feather.'"

She recalls one day a few months after being hired, when she was bringing groceries back to the day care centre, where she lived. The channel had frozen over; it was too thick for a boat to plough through and too thin for a car. Hoisting a bag in each arm, she proceeded to walk across.

"I remember the ice being clear and spongy and as I got closer to the shore I noticed people gathering to watch me." It wasn't a sign of north-



*Denise Greene, 3, and Debbie Ramsay investigate the local wildlife.*

ern hospitality, but one of astonishment. Six hours earlier the channel had been open water. "They thought for sure that I was going to fall in."

Debbie remembers the first time she waited on the wharf for the boat. She had been enthusiastic and excited about the new opportunities to work within a new culture, in a different place. On her drive in she saw an eagle, a hawk and three deer. The boat arrived and her romantic illusions about the new job and the wilderness experience came to an abrupt end when she found herself gingerly side-stepping remnant fish guts and blood. The boatman had finished a wonderful night's fishing and had cleaned his catch in the dinghy. The waft was like a fish cannery.

That was 14 years ago; today Debbie is visiting Band 40 as a ministry official.

"This morning I'll observe the programming, the general conditions of the building and site. After lunch I'll be going through an extensive check-list with Dianne and Christine, as well as interviewing staff... It's going to be a full day," she warns. Dianne Skye is the centre's business administrator and

Christine Greene is in charge of daily programming and staff.

**A** long summer day at the Shoal Lake Day Care Centre is not an unpleasant assignment.

The centre, a former school built by the federal government in the '50s, sits on a grassy knoll, overlooking a bay. Two white pelicans leisurely cruise the rippled water looking like a centrepiece on a dining room table. One bird plunges its head under the surface and comes up with its lower bill-pouch bulging.

"It has a fish!" says Debbie. This place is not your usual child care setting.

On this particular warm June day with the wind fresh off the prairie, there are 11 youngsters at the centre which is licensed for 30 spaces.

"There's more when school's out," explains Christine Greene, describing their summer program for older children.

Debbie sits cross-legged on the vinyl tile floor with the children for "circle time," a time to settle down with rhymes and song games. "Head and shoulders, knees and toes" is an





*Debbie Ramsay covers a territory larger than Prince Edward Island.*

aerobic exercise with participants touching the named anatomy with both hands in a progressive, rapid succession. Damion Greene, 4, thinks that this is great "stuff" and yells out "Faster!" for an encore. The slightly wheezing adults comply, but before Damion pushes his luck for a fifth round the children are told to wash their hands for a snack.

A plate of freshly cooked scrambled eggs and a glass of milk isn't what most centres have for the morning snack. "The children have been here since eight... this way we know that they have all had a proper breakfast," explains Vereen Greene, who prepared the meal. Staff rotate the duties of "cook" and this is Vereen's week.

Katrina Redsky, 2½, is experiencing her first day at the centre. Anna Redsky had just registered her daughter and stays for the morning, helping Katrina through the first tough hours of a new experience.

Outside a low, grey overcast has moved in, shielding the heat from the sun and making it a perfect morning for outdoor play. On the east side of the building, out of the direct wind, countless large black dragonflies dance on the breeze above the children who play on the swings and teeter-totters. Katrina sits with her mother on the porch steps, taking it all in with interest.

One of the children brings a fish fly to Debbie and she takes it over to Katrina. The insect, sitting on the palm of Debbie's hand, resembles a miniature Arabian dhow, with its transparent wings, flat together,

high over the centre of its back. With a gentle inquisitive poke from a chubby forefinger, the fly takes off with the wind.

Just before, Debbie had played the angel of mercy when a young lad, Preston, dumped his sister Cara from the wooden wagon he was pulling. Calmly, Debbie walked over, lifted the wagon off Cara's leg and cuddled the weeping child.

"Remember to pull the wagon where the ground is flat," Debbie says. Preston does not appear contrite.

On the tour of the site, Christine points out the renovations and repairs that Debbie had suggested during her inspection the previous year. Along with a new wharf and stairs there is a new water-pump shed. The school has a new roof and windows, but the fence needs fixing.

"There's always a problem with fences and gates," Debbie acknowledges. Whether it is direct vandalism or the result of play they can't tell.

Christine explains that since most of the community now lives on the other side of the peninsula, it's difficult for adults to police the grounds after hours, when older children climb the fences to play with the equipment. Christine also wonders if there is a coating or paint that could be applied to the top rail of the vinyl-coated chain-link fence that surrounds the centre.

"The children get their tongue stuck on it in the winter," she says. Off-hand, Debbie can't think of a non-toxic coating, but it will be one

of the items that she'll mention to her supervisor, Rory McMillan, when she gets back to Kenora.

Young Katrina is now standing on the top of the combined slide and climber. Her silky black hair is blowing in the wind, against the background of the northern lake and the approaching charcoal storm clouds. Katrina's huge brown eyes express glee as she shows her mother what she has accomplished, just before the call for lunch.

The mid-day meal consists of hot, cooked ham, mashed potatoes, mixed vegetables and a fruit salad. Christine explains that the children are introduced to foods they might not have at home. They enjoy the well-prepared vegetables, but their parents are puzzled when the children ask for "trees" at home.

"The children call broccoli 'trees,'" Christine explains.

Administrator Dianne Skye shows Debbie a small plastic tray that the children use when lunch is set out as a buffet. She says that they enjoy the freedom of selecting their own food and portions.

"They finish what's on their plates too."

While the children retire to the lower, cooler rooms to have an afternoon nap, Debbie, Christine and Dianne meet in the office to go through the 152 questions in the 14-page *Day Nurseries Visit Report* that is used by the northern early childhood education (ECE) consultants.

It has turned hot. The windows are open as well as the doors, letting in the deerflies that walk sluggishly on the window sills in the direct sun. The storm never materializes and the stiff, hot gusts of wind simply contribute to the extreme forest fire hazard in the region.

"Where is your emergency place of shelter?" Debbie asks.

"Across the street at Verna Redsky's."

"Do you have a key?"

"No... it's always open."

Debbie asks when the last fire and health inspections were made.

"The health inspector came last week, but he was late... no one was here... he'll come back soon," says Dianne. The fire inspector asked them to replace the "panic bars" on the exterior doors.

"The one he recommended costs \$750 and we need two... but it isn't on yet," says Dianne, showing Debbie the new bar that they had bought.





*Lunch time at the Shoal Lake Day Care Centre. Debbie chats with Dianne Skye.*

"How soon can you get it done?"  
 "We hoped to have it on before you came," Christine explains that she had sent a staff member to buy an electric drill so that the janitor could install the bar, but the staff person returned with a drywall gun. The new, cordless power tools look a lot alike.

"Anything else you need?"  
 "A new 16-foot boat," Christine replies. Along with the boat, which they use as a water taxi to deliver the children to their homes, they also need a new tool shed "to replace the one that blew away in the storm." Replacing the oil furnace is also under consideration. Most homes have switched to electricity for heating and the fuel oil

supplier from Kenora will not come out to the reserve unless he can sell at least 1,000 gallons.

"We don't take that much, so he charges extra to come out," says Dianne. Many items in the 35-year-old building need to be replaced or upgraded.

Responding to Debbie's questions about staffing, Christine says that she wants to complete her supervised fieldwork for her ECE certificate.

Two weeks earlier, Christine, her husband Oliver and daughter Denise narrowly escaped death in a fiery, head-on collision with another car, outside Kenora. Christine had been on her way to Thunder Bay to put in more field time. Oliver, with the

help of two others, pulled the other driver out of his vehicle before it exploded.

The Greenes had worn their seat belts and escaped with minor injuries, but Christine now wears a foam rubber cervical collar for neck pain. During the long interview in the hot office she begins to show signs of discomfort, but never complains.

"Do you close for ricing?" asks Debbie, referring to the late summer when whole families go out in their boats to harvest wild rice. The centre remains open, but every second Friday, payday, it closes at noon to allow the youngsters "to go to town," shopping in Kenora, with their parents.

By 3 p.m. the survey and interview are completed.

"This was an easy one... it's a good program and staff... you can see it in the children," says Debbie with a feeling of satisfaction as she drives the 70 kilometres back to Kenora.

After a recent stint at home, on maternity leave with her first child, Aaron, Debbie says that the transition from full-time mother and homemaker back to her role as an ECE consultant was easier than she expected, thanks to her husband Allan and a "super child care provider" in Keewatin who is a fully qualified early childhood educator.

Debbie now has the freedom to travel her 65,000-square-kilometre territory (larger than Prince Edward Island) to service the 24 licensed child care centres in the Kenora and Rainy River districts.



*Heading home with Janice Sandy.*

"I love working directly with the centres and the children... Down south you have experts all over the place, but up here you have to be a jack-of-all-trades.

"One day it's advice on a child's behaviour... the next call might be about plumbing. I wouldn't want it any other way," she says. ●

*Dave Rudan is the manager of regional operations in the MCSS Communications Group.*



# They've got it all together in Sharbot Lake

**Serving rural people where they live —that's North Frontenac Community Services.**

*"We can make a go of it,"  
says Grant Billings  
optimistically,  
opting for  
family counselling.*

by Elizabeth Marsh

"Come in quick," calls Winnifred Holtzapple from the doorway. "I'm going to sit down."

Income maintenance officer Judy Raymo is left to find her way through a colourful tangle of raspberry canes, mulberry bushes and climbing nightshade guarding the door of the little frame house. Inside, she finds her client collapsed in a reclining chair. Winnifred's arthritis is bad today and her medication makes her dizzy. "Sometimes I just topple over," she announces brightly. "If you want coffee, you'll have to make it."

Feisty Mrs. Holtzapple lives on a small farm in the furthest northwest corner of Judy's territory, which takes in the eight northern townships of Frontenac county. The land is ruggedly beautiful but poor for farming; the Holtzapples made their living selling bait and supplies to sports fishermen. Now widowed, Winnifred still keeps up a vegetable

garden and a flock of chickens. This year's chickens are already killed, plucked, cleaned and resting in the freezer. Winnifred uses them for food and to barter with her neighbours.

"A young fellow down the road is out of work. He can cut wood for me and I'll give him chickens." But she worries because her arthritis is making her chores difficult. "To get the guts out, I have to sit," she sighs, flexing painful fingers.

Skunks are another threat to her livelihood and she recalls how she lost 20 chickens to the striped marauders a few years ago. "They just drug 'em out," says Winnifred.

Born some 59 years ago in Pennsylvania, she has lived in Frontenac county for almost 30 years and plans to stay "right here where I love it."

Judy helps with her paperwork, identifying the benefits that will make the most of Winnifred's resources and allow this spunky lady to stay in her own home as long

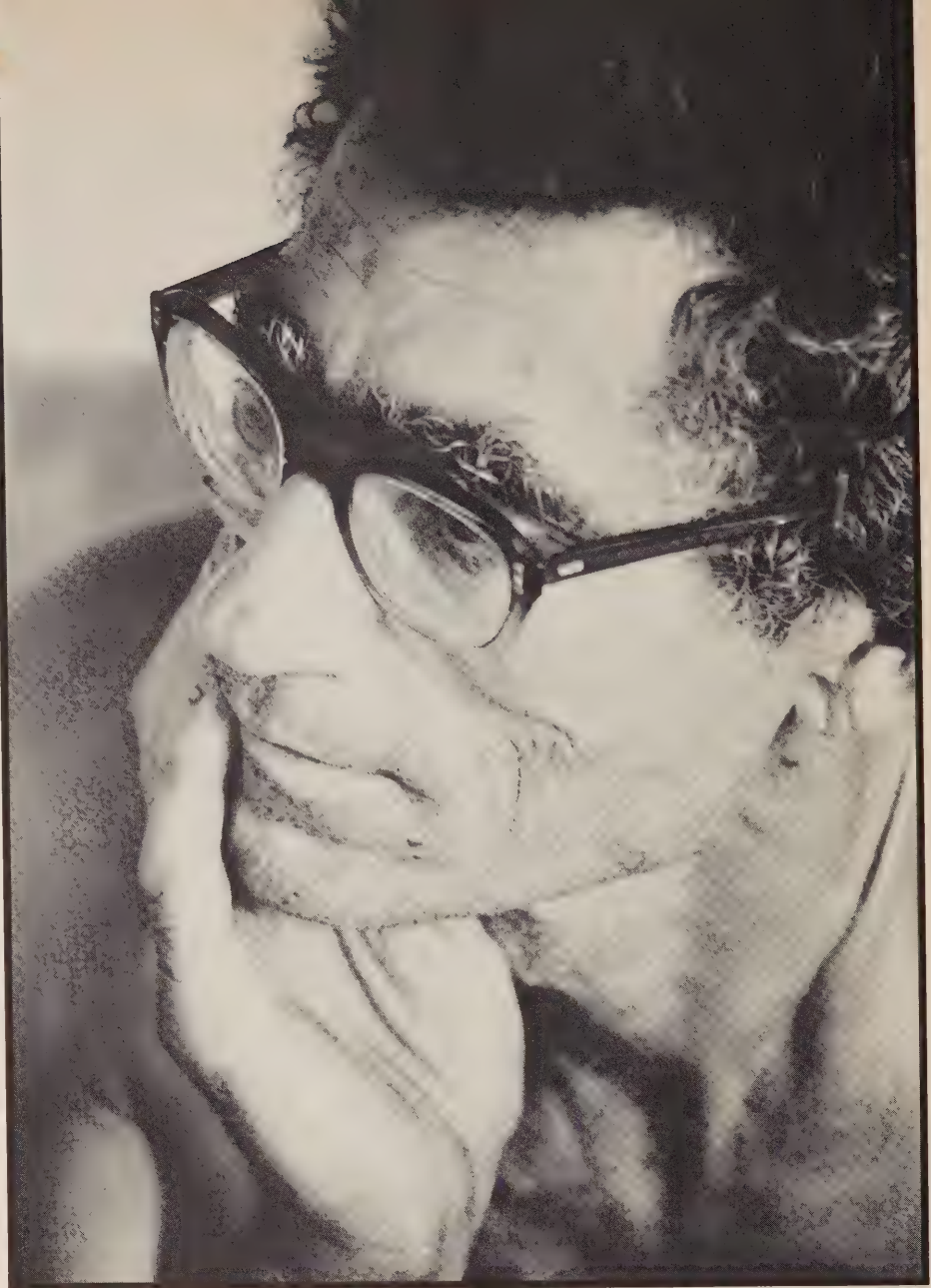
as she possibly can. Winnifred enjoys her company. "I'm so glad to see you," she keeps repeating, trying to extract a firm commitment for another call next week.

Finding time to spend with clients is a perennial problem for Judy, who serves a 2,500-square-kilometre territory and carries a caseload of 260 clients. Everywhere she goes, people greet her warmly, not as an official, but as a friend.

Judy works out of the North Frontenac Community Services (NFCS) building, a rambling old structure in the village of Sharbot Lake that was once an Anglican Church rectory.

Although she deals primarily with finances, provincial benefits and allowances disbursed through a variety of income maintenance programs, some of Judy's clients expect her to have answers to all their life problems. Grant Billings is one of these.

"She's just like an old mother-hen to me," he grins, counting on Judy to come up with a solution to his



Photos by Mario Scattoloni



current domestic discord. It involves his six-week-old infant daughter, her mother Barbara, Barbara's teenage daughter and Barbara's mother. Should he leave and put an end to constant bickering and fighting or should he stay and agree to family counselling?

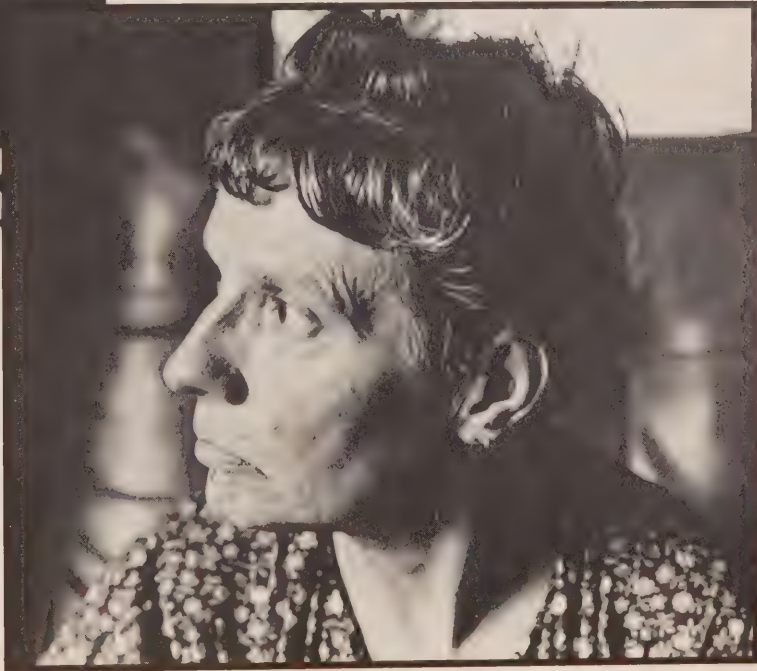
Judy laughs at the mother-hen label but refuses to be drawn into the row. She makes it clear that Grant and Barbara have to make a decision and that counselling is not her role. The day is humid and hot: so is the ensuing argument. The teenage daughter departs silently. Baby Christine sleeps in her crib; her grandmother smiles enigmatically as well-worn accusations fly back and forth. Finally a decision is taken. "Might as well see what they've got to say." Counselling it will be, and Judy will arrange for it through NFCS.

That's the beauty of North Frontenac Community Services. Eighteen services are located under one roof (see box) right there in the heart of Sharbot Lake village. Referrals can be made or consultations held with a minimum of time and trouble.

*Donna Gillies receives a disability allowance but she's also a valued volunteer clerical worker in the MCSS Kingston office.*



*Judy Raymo really listens when her clients tell her how they feel.*



*"All my energy is in my head," says Winnifred Holtzapple, decrying the arthritis that limits her activity.*

The centre is clearly a community resource. Groups and individuals are invited to make use of the office photocopier and film projector and they know they can bring their problems to the professional staff for help. As well, members of the community can book the boardroom for a meeting free of charge.

Co-ordinating all this disparate activity could be a king-sized headache, but quiet-spoken executive director Dale Jackson makes it work. Coming from a military background, he believes that "a director is only as good as his staff" and speaks highly of both staff and board members.



*Selling blueberries on Highway 7 is not a road to riches for Rhena Parks, left, but she does enjoy chatting with the motorists who stop to buy her wares.*

*Here she talks with MCSS income maintenance officer Judy Raymo.*



Although Sharbot Lake residents tend to refer to NFCS as "the white house," or "the government building on the hill," Dale doesn't care for the latter title. He points out that North Frontenac Community Services is a private, non-profit, charitable corporation with its own volunteer board of directors.

The 16-person board of directors is elected annually by the membership with nine members serving two-year terms and three staff members each serving a one-year term. The three remaining spaces are allocated for a one-year term to socio-economic groups or geographic areas that are not adequately represented on the board.

NFCS was incorporated in 1975, which makes it the oldest completely rural multi-service centre in Ontario. Before '75, social services for the area originated in Ottawa, Kingston or Perth, and, in the words of a former director, the workers "usually ran out of gas before they reached Sharbot Lake."

In the beginning, the community's greatest need seemed to be for communications, so the *North Frontenac News* was established in 1970. The 20-page tabloid with a circulation of 4,300 still originates from "the white house," filled with news gathered by a volunteer staff and well supported by local business advertisements.

In spite of overcrowded offices, under Dale's guidance, family feelings of co-operation and teamwork pervade the centre. At the same time, everyone is pleased about the purchase of a three-bedroom house just across the street that will give more physical space as well as the opportunity to expand some essential programs.

Looking to the future, Dale hopes to be able to increase community mental health services in the area, and he'd like the centre to provide more resource groups for mothers with children. Meanwhile, he notes with satisfaction that no two days on the job are the same. "There's

## **Eighteen services under one roof**

From its office in Sharbot Lake, 70 kilometres north of Kingston, the North Frontenac Community Services Corporation offers these services:

**North Frontenac News**—a weekly newspaper distributed free to all North Frontenac residents.

**Assistance and information** on Old Age Security, GAINS, Canada Pension Plan, Social Insurance numbers, birth certificates and OHIP. Assistance is provided in completing application forms, questionnaires, reports and documentation.

**The Audrey L. McWilliams Memorial Fund** which aids financially needy people in North Frontenac who have no other resource.

**The Child Care Resource Centre**, a drop-in centre and toy lending library (also a mobile toy lending library). It provides a place for

parents, caregivers and preschoolers to come together for parenting services.

**Children's Aid Society** counselling and support services.

**Community and Social Services** provincial benefits.

**Community Corrections Program**—community-based alternatives to incarceration. Volunteers participate as assistant probation officers.

**Community development and volunteer co-ordination**—needs assessment, advice and support.

**Emergency transportation for medical services** when no other means of transportation is possible.

**Employment co-ordination and unemployment insurance** providing information about local job opportunities, career counselling, training and job search techniques.

**Family counselling.**

**Home Support Program** to enable seniors to remain independent.

**Legal services.**

**Safe Homes Program** providing assistance to family violence victims.

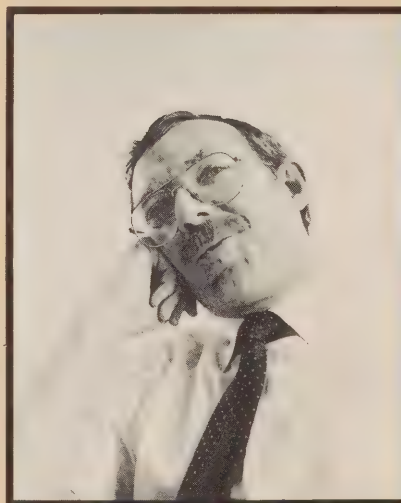
**Services for developmentally handicapped adults.**

**Vocational rehabilitation services.**

**Work in North Frontenac to Reduce Impaired Driving.**

**A clothing depot** staffed by volunteers.

Funding for NFCS comes from the Ministry of Community and Social Services, the Ministry of Correctional Services, Employment and Immigration Canada, Ontario Legal Aid, Kingston and District United Way and the Children's Aid Society.



*Dale Jackson is pleased that "no day is the same as another" in his job as executive director of North Frontenac Community Services.*



### From deprivation in Britain to Ontario's fresh air

still the challenge of convincing people that we are a necessary resource. I tell them: 'If you think we're not needed, I invite you to come into the office and see how many come seeking help.' "

Centre receptionist Betty Tryan would say "amen" to that. In the space of a few minutes she directs a client to her counsellor, convinces two men in greasy coveralls that the clothing depot does not have old rags to give away, and fields a phone call asking how to turn a fraction into a decimal fraction. "This is a service?" she asks herself, in mock frustration.

Certainly it reflects Dale Jackson's belief: "Everyone at some time needs help from someone." "We've brought the service to the people," he says. "If we didn't do it, they would have to drive all the way to Kingston or Perth."

Two people who appreciate the resources of NFCS are Rhena and Lee Parks who have brought up 14 children on a marginal farmstead on Highway 7, west of Sharbot Lake. They cut their own firewood on the property, keep a few cows and raise some beef calves to sell. In the summertime, Rhena sells blueberries from a small roadside stand. There's not much money to be made selling blueberries, but Rhena thoroughly enjoys meeting people. Like Winifred Holtzapple, the Parks rely on the barter system to make up for a shortage of cash. Though Lee Parks is on disability because of hypertension and has had a mild stroke, he was off picking up a load of hay at a neighbour's farm the day that Judy visited.

Affection for all the members of her large family shines through Rhena's conversation. When she speaks of losing a three-year-old daughter who died from complications following a bout of red measles, her pain is evident, although the child died 18 years ago. "Each one has a special place," says Rhena.

Rhena's remark could well apply to the clients of North Frontenac Community Services, whose unofficial motto is "serving rural people where they live." Every client is regarded as an individual, a human being deserving both assistance and respect. The centre is devoted to helping all of them find and maintain their own special places. ●

*Elizabeth Marsh is a writer in the MCSS Communications Group.*



*These English boys were placed in Ontario foster homes through Miss MacPherson's Home, Stratford.*

**I**n the year 1897, the government of Canada began to transfer boys and girls from training homes and orphanages in Britain to foster homes in Ontario.

Although these children were often saved from terrible living conditions, they were chosen by Ontario's agents more for their physical and mental stability than for their horrid circumstances. The children were for the most part to be domestic servants once they were settled in their new Canadian homes.

Even though the population of Ontario was not large, 1,053 children were placed in homes in 1900. Most of these children were placed on farms in Ontario's rural areas. P. Byrne, the foster home agent for

Ontario, reported to J. J. Kelso, the Superintendent for Neglected and Dependent Children, in 1900:

"There has been no scarcity of homes for them, as all agents report that they are constantly besieged with applications and always have a choice of homes for every child. One reason for this is that there is a constant migration from the farms to the city and people are glad to take the children, as much for their company and cheerful ways as for any service that they are able to render in the home." (1899 Annual Report of the Superintendent of Neglected and Dependent Children of Ontario).

**June Langille-Harris**  
*Reference services supervisor, MCSS Library*



# At home in the counties of Grey and Bruce

Story and photos by  
Prudence Whiddington

**H**ome. They say it's where the heart is. And where the heart is, that's the happiest place for you. Agreed?

Many of the frail elderly and physically disabled adults in Bruce and Grey counties fully agree. So that they can remain at home in their own communities for as long as possible, they can now obtain the help of a homemaker or home support worker.

Since April of this year, a special program to help these adults has been operating in the two counties. Known as the Integrated Homemaker Program, it is financed by the Ministry of Community and Social Services and operated by the Ministry of Health through that ministry's Grey-Bruce Home Care Program.

"We call it the Integrated Homemaker Program because it's linked to our Home Care Program," says Mary Jobe, director of the Grey-Bruce Home Care Program. "Not all frail or disabled adults who are able to live at home need the regular attention of a professional medical person.

"Instead, they can be accepted into the Integrated Homemaker Program, and receive assistance from a trained homemaker with personal care or light housekeeping. All that's required is an assessment by one of our case managers. No financial or medical test is needed."

Mary points out the important link between the two programs, which allows these adults to move from one program to the other without having to change case managers.

"That's the integration part—it really is helpful to the clients, and gives continuity in helping them to remain at home, if being at home is in their best interests."

Mrs. Thelma Waters certainly wants to remain in the family farmhouse south of Owen Sound for as long as she possibly can, despite the onset of Parkinson's disease, diagnosed three years ago. And her husband, Herb, is determined to see that she does. Fortunately, he likes to cook and do the grocery shop-



*Thelma Waters in her home near Owen Sound, with homemaker Martha McMeekin.*

ping, though he says he sometimes runs out of ideas for the menu. That's a joke between them: his wife says she's "never missed a meal yet."

Thelma was on the Home Care Program for a while, when a visiting nurse from the Victorian Order of Nurses would come in to see her. But Thelma and Herb have come to terms with Thelma's progressively weakening condition. They enjoy each other's company, and Thelma manages well with the support of her husband and two three-hour visits each week from the homemaker.

"They sure know how to pick 'em," Herb says, appreciatively. "All the ones we've had have been excellent."

"She gives me my bath, washes my hair, and does the laundry," Thelma explains in her calm, soft voice.

Their homemaker does more than that, the Waters say. She also keeps their home sparkling clean. And, when they make a special request through the case manager, she will come in for a full day to provide companionship for Thelma, while

Herb takes some occasional much-needed time off from his primary caregiving tasks.

The Waters have been able to plan for the future. Almost completed is a bright and airy addition to the house: a ground-floor bedroom and full bathroom, with wide doorways and a view of the surrounding fields and trees. The old farmhouse, too, has a part to play in helping Thelma and Herb remain at home together.

**L**inda Elliott is articulate and fiercely independent. Born with a spinal malformation that has affected her legs and bodily functions, she chooses to be as active and as busy as she can—with the minimum of help. She receives Family Benefits, and lives alone in a one-bedroom ground-floor apartment constructed specially for disabled people.

Her car, equipped with hand controls and carrying a second wheelchair built for outdoors, is parked in the driveway.



*Linda Elliott is an accomplished crochet artist. Here she holds a doll dressed in an outfit she has crocheted in blue, pink and white yarns. Linda has a homemaker come in to help with cleaning and light housekeeping.*

"I really do need the two wheelchairs," Linda explains, "because I can't manage to take this one out of my apartment and lift it into the car—and I need a chair when I go shopping and things like that."



Linda referred herself to the Integrated Homemaker Program, but asked for help just with cleaning and light housekeeping. She can take a bath and do her own laundry, but "I need help with washing the floors. I *can* do it, but it takes me so long—and I can't reach the shelves of the cupboards down there, look." So her homemaker comes in just for two hours each week.

Linda zips through the apartment in her wheelchair: "I'm supposed to do some walking using these sticks, but it's much faster this way!" Without the homemaker, there would be wheel marks on the floor and fingerprints on the walls, she says. She apologizes for the "mess" of crochet work in the living room, for she likes the place to look tidy when people come to see her. After all, it's her home, and she takes pride in it.

**M**rs. Martha Guse's home is in the village of Desboro, a farming community southwest of Owen Sound. She lives alone with her cat, Chantilly. Because she has a heart condition, her doctor has told her to "take things easy." But Martha has worked hard all her life and, unless she really isn't feeling well, finds this advice difficult to follow.

The homemaker brings Martha much more support than her pair of hands. She lives nearby, and comes twice a week for three hours each time. As Martha puts it: "We chat a few words, then some work, then chat a bit more. I enjoy having her. She just fits in. She knows what's to be done in a house."

That, from Martha, is praise indeed. In fact, Martha would like the homemaker to stay "an extra hour on laundry day," so as to have time to bring in the sheets from the outside line once they are dry.

The case manager sees "no problem in that." Less activity, along with a little extra time for a friendly person to be around with some help, is a good prescription for Martha. People on the Integrated Homemaker Program are reassessed regularly, to make sure their needs continue to be met.

Martha knows everyone in the



*Martha Guse, holding her part-Persian cat, Chantilly, with case manager Helen Laughlen of the Integrated Homemaker Program. They are enjoying a summer day at Martha's home in Desboro, near Owen Sound.*

village, and neighbours are willing to help by taking action on her behalf, if needed.

This spunky lady, who remembers the days when a pig sold for three dollars, marvels at how things are now. Every three weeks a neighbour drives her into Owen Sound for her doctor's appointment and to fetch groceries.

"I really needed groceries that time," she says of a recent trip. "One hundred and nineteen dollars they cost!"

Two of her sons, with their wives and families, live in the area and regularly visit to help with chores. They often come over on a Saturday or Sunday, and Martha cooks the meal. "I love to cook," she says.

**J**ames McCubbin and his wife, Jean, are both around 70 years old. Jean is a frail, slightly-built woman. Her husband's shock of white hair and bushy eyebrows give him the appearance of a retired academic; his occasional sharp wit and twinkling eyes belie the fact that he has Alzheimer's disease.

Though the McCubbins' youngest son comes up every week to see his parents, Jean is the primary caregiver. She has concern for her husband every moment of the day, and is thankful that he finds great pleasure in their car trips to local beauty spots and their picnics outdoors.

Jean McCubbin has support from the local Alzheimer care program—and from a homemaker. Jim looks forward to the three hours each Monday and Friday afternoon when his male homemaker comes to the house.

"He's just fantastic," Jean says. "So upbeat, and the greatest conversationalist."

The homemaker helps Jean save her strength by doing the lunch dishes and vacuuming the house. When he is there, she can go out for a short break to shop and see her friends.

Jim and the homemaker go walking down by the river. There's always something to see (last week it was a turtle), something to discuss.

"And he plays the guitar," adds Jim.

Jean McCubbin says she "can't think of anything else that could be done" for her and her husband at the present time.

And among the helpers must be counted Jim McCubbin, who is willing to listen and learn how best to help himself.

He puts down one of the large-print books that the library brings to the house. "The therapist told me I must look *up*," he says, as he rises to his feet. This time he doesn't fall; he keeps his balance.

Courteous and dignified, both the McCubbins walk slowly to the front door of their home to say goodbye to the visitors.

For many frail elderly and disabled adults, home is indeed the best place. Especially fortunate are those whose home support comes from the ideal combination of family, the community—and a homemaker through the Integrated Homemaker Program. ●

*Prudence Whiddington is a writer in the MCSS Communications Group.*



# Les régions rurales du nord

*Offrir des services d'aide sociale générale dans les régions "non municipalisées."*

par Ghislaine Denault

**"O**n fait parfois presque deux heures pour se rendre chez nos clients. Si on ne connaît pas son chemin, on peut vraiment s'écarter par ici." C'est en ces termes que Bonnie Gagnon, travailleuse en service social du bureau local de Kapuskasing, décrit un aspect de son travail. Bonnie offre les services d'aide sociale générale aux clients des régions non municipalisées des environs de Kapuskasing.

La Loi sur l'aide sociale générale et les règlements qui s'y rattachent sont généralement administrés par les administrateurs municipaux. Toutefois, dans les régions de la province non constituées en municipalités, ce sont les chefs de service des bureaux de secteur du ministère qui en sont chargés.

Dans le district de Cochrane, au Nord de l'Ontario, le ministère sert une région de 30,723 kilomètres carrés qui compte environ 25 centres démographiques qui ne sont pas constitués en municipalités. Le bureau de district de Timmins supervise son bureau satellite de Moosonee à partir de 430 kilomètres. Quant au bureau satellite de Hearst, il est formé en tout et pour tout d'une seule employée, Marielle Fontaine, qui fait partie du ministère depuis 1964.

"Dans le Nord," de dire Marielle, "notre sécurité personnelle, c'est une chose qui nous préoccupe. Quand tu offres des services d'aide sociale dans le fond des bois et que personne sait où tu dois te rendre, ou le temps que ça te prendra pour y arriver, ta sécurité personnelle, tu y penses souvent." Les hivers rigoureux viennent s'ajouter à une



Manfred Schuller

situation déjà difficile. Se déplacer en voiture peut être dangereux et les envolées sont souvent annulées pour cause d'intempéries.

Les travailleurs en service social doivent souvent se rendre dans des endroits qui ne sont pas faciles d'accès. Par exemple, un travailleur ayant passé plus de temps que prévu avec un client, a manqué son envolée à partir de Winisk et a dû demander à une famille de l'endroit de l'héberger. Il n'y a pas d'hôtel, à Winisk.

Tout comme la plupart des régions rurales de la province, les régions non municipalisées du Nord n'ont pas le bassin de population nécessaire pour permettre la création d'organismes communautaires. Le travailleur en service social devient donc la personne ressource devant répondre à tous les besoins. Puisque le bénéficiaire reçoit de l'aide qui se veut, en principe, temporaire, le travailleur doit s'assurer que son client est à la recherche active d'un emploi. Le travailleur sert donc de conseiller en matière d'emploi et les contacts avec son client sont plus fréquents.

Souvent, un client s'arrêtera au foyer du travailleur pour le consulter ou pour lui demander ses services, tout simplement parce qu'il passait, par hasard, devant sa porte.

Étant donné que les bénéficiaires considèrent les employés du ministère comme des "travailleurs sociaux" plutôt que des "agents du bien-être," ils préfèrent faire appel aux services du ministère plutôt qu'à ceux des municipalités. Cette préférence est bien en évidence dans une certaine localité du Nord, où une autoroute sépare la municipalité de la région non municipalisée. Les bénéficiaires choisissent de façon systématique de se loger au motel situé dans le territoire non municipalisé.

Les travailleurs en service social dont la circonscription comprend des régions non municipalisées doivent offrir les services prévus non seulement par la Loi sur l'aide sociale générale mais aussi par la Loi sur les prestations familiales. Autrement, dit, le travailleur doit connaître à fond les dispositions de ces deux programmes.

"Travailler dans deux systèmes, ça devient parfois compliqué," de dire Margie Thayer, travailleuse en service social du bureau de district de Timmins. "Nous sommes isolés et nous devons beaucoup voyager, mais bien franchement, je ne voudrais pas travailler ailleurs." ●

*Ghislaine Denault est agente de projets spéciaux au bureau des Services en français du ministère.*



# Along the back roads of the north

*Delivering general welfare services in "unorganized" areas.*



*Northern caseworkers Bonnie Gagnon, left, and Linda Jack, may look like they're out having a picnic, but they're just taking a break across the street from the ministry's Kapuskasing Local Office, where they work. In the background is the Spruce Falls Paper Company.*

by Ghislaine Denault

**“W**e sometimes travel almost two hours to see our clients,” says Bonnie Gagnon, a northern caseworker in the ministry’s Kapuskasing Local Office. “If you don’t know your way around, you can get lost out here.” Bonnie delivers general welfare services to clients who live in “unorganized areas,” places that have no municipal government. As a result, she spends a good deal of her time in out-of-the-way locations.

The General Welfare Assistance Act regulations are generally administered by municipal welfare administrators. However, in the unorganized areas, the ministry’s area managers are responsible.

In northern Ontario’s Cochrane District, the ministry services an area covering 30,723 square kilometres, which includes approximately 25 population centres without municipal organization. The Timmins District Office is responsible for an estimated 316 General Welfare Assistance (GWA) cases in this area.

One common complaint from clients and ministry staff alike is the distance one must go to meet the other. The Timmins District Office supervises the Moosonee

satellite office 430 kilometres away and the satellite office in Hearst consists of just one income maintenance officer, Marielle Fontaine, who has worked for the ministry since 1964. “One concern we have in the north is our personal security,” Marielle says. “When you’re delivering GWA services in the back roads of the north, when no one is sure of exactly where you’re going or how long it will take to get there, your personal security is something that crosses your mind frequently.” Harsh northern winters add to the already difficult situation. Travel by road may be treacherous and flights are frequently cancelled due to bad weather.

Workers are often called upon to travel in areas that are not easily accessible or convenient. For instance, one field worker, having spent more time than expected with one of her clients, missed her flight out of Winisk and consequently had to stay overnight with another client’s family. There are no hotels in Winisk.

Unorganized areas in the north, like most rural areas throughout the province, do not have the population base to allow the development of community agencies. This results in the field worker becoming the client’s all-purpose resource person. The general welfare recipient is

entitled to what should be short-term assistance; in this respect, the field worker is called upon to ensure that the recipient is actively seeking employment. The worker is often considered as an employment counsellor, thus contacts are frequent.

On many occasions, clients have requested services or consultations with their field workers by showing up on their doorsteps because they happened to be passing by.

As ministry staff are often considered by clients as “social workers” and not “welfare people,” they openly express preference for services delivered by the ministry over those delivered by the municipality. In one northern community, the municipality and the unorganized territory are divided by a highway. This community has two motels, one on either side of the highway. General welfare recipients systematically choose to reside at the motel located in the unorganized territory.

Field workers whose jurisdiction includes unorganized areas are faced with delivering services under both the General Welfare Act and the Family Benefits Act. In practical terms, this means that the field worker must be thoroughly familiar with the provisions of both programs.

“It makes work somewhat complicated, dealing with both systems,” says Margie Thayer, a northern caseworker in the ministry’s Timmins District Office. “We are isolated and we travel a lot, but you know, I wouldn’t work anywhere else.” ●

*Ghislaine Denault is a special projects officer in MCSS French Language Services.*



# Future directions

by Robert A. Miller

Where are we going as a ministry? The new MCSS *Corporate Plan* provides an answer. It outlines ministry objectives and the strategies that will help us meet those objectives. For ministry employees, transfer payment agencies, municipalities, other ministries and interested members of the public, the new plan provides a guide to the ministry's future direction.

In the plan, the individual, families and the local community are clearly identified as the focal points for the planning of social services and for the delivery of those services.

"What we're saying to the communities is we are expecting you to assume responsibility for your citizens. We, as a ministry, are going to come in and help you do that," says MCSS Minister John Sweeney in the videotape that accompanies the plan.

The new plan is firmly based on extensive ministry consultation with the community in recent years, says Deputy Minister Peter Barnes. "The issue now becomes: How do we divide up the resources that have been made available to us in the right priorities to reflect community needs? This, I think, puts something of a burden on the community to a greater extent than previously because it's not just enough to be an advocate in that situation; you have also got to take some of the tough decisions."

A second main theme in the plan is the inter-relatedness of programs. Our clients may have other needs, needs that are met by programs funded by other ministries, such as Housing, Skills Development, or Health. "The impacts of their programs on a client are often as great as ours," says Bryce Harper, manager of Strategic Planning in Colin Evans' Strategic Planning and Intergovernmental Relations group. "For example, the link between child care and education—to ignore that would be foolhardy. So a big emphasis in the plan is on developing approaches to tie other programs in."

A third major theme in the plan is partnership, that the ministry can't go it alone. "You can't deal with

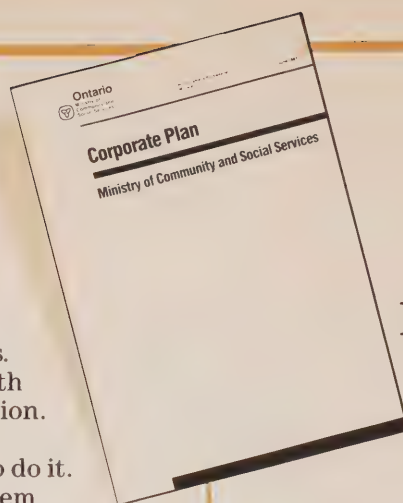
social issues just by fiat or legislative mandate," Bryce says. "We have to work with others, not in opposition. We can't say to municipalities how to do it. We have to engage them and community agencies, other ministries, other levels of government, and provincial associations in objective-setting processes, and hope that a social consensus emerges." If there is agreement on what the community and the ministry want to achieve, long-range planning is possible. "Our ministry has been knocked in the past for being ad-hoc, or appearing to be ad-hoc at times," Bryce says. "The strategic planning process is an attempt to get away from that."

The clearer the objectives and broader the consensus, the better our ministry can compete for the finite resources of government. The ministry, and by extension any agency which receives ministry funding, will have a more consistent capacity to get the resources required to meet community needs.

The new plan has a message for ministry employees as well: "The whole thrust of this document is to give our staff people a vision of the future . . . where they can be more progressive, more productive, more effective themselves," says John Sweeney. A key strategy for ministry employees is the new human resources plan, which among other things is intended to increase employee recognition and opportunities.

A major intent of the new plan is to spark ministry employees' thoughts about where their programs are going. "Ideally each unit in the ministry should have its own strategic planning process," says Mary Redgrave, an analyst in Strategic Planning. "They develop the strategies that will support the ministry objectives and provide a framework for their detailed local plans."

"By reading the plan, then watching the accompanying videotape, ministry employees will get a clearer view of how they can contribute to the ministry's objectives," Mary says. ●



## Ministry objectives

The MCSS *Corporate Plan* contains these objectives:

### Individuals and families

1. Ensure that Ontario's income support programs continue to improve the adequacy of assistance to eligible persons in financial need, and help provide incentives to those who can return to work.
2. Provide a range of accessible, linguistically and culturally appropriate social services, which promote prevention, independence, family support, and service choice.
3. Provide services to children that ensure a safe, healthy, nurturing and stimulating environment to foster growth and development and provide families with informed, affordable access to services.

### Community

1. Strengthen the capacity of communities to cope with change and to provide efficient and effective social services to individuals and families who require support.
2. Develop an approach to program planning and delivery that involves communities in the design of services that reflect local and provincial priorities.

### Ministry

1. Establish an approach to human resources that supports the development of individual staff, helps to focus and involve them in the achievement of the ministry's goals and strengthens the ministry's capacity to meet its current and future human resource needs.
2. Improve linkages with other ministries, governments and agencies to better co-ordinate activities and anticipate events or actions that may affect our clients or programs.
3. Promote management effectiveness, efficiency and economy based on clearly defined accountabilities and the maximum utilization of resources.
4. Develop and apply new information technology to support the ministry's program design, service delivery and administration.



# High-tech passport to life

*Linking technology to the people who need it.*

by Joan Eastman

Many people with severe, multiple disabilities are capable of only very minimal movement and guttural or unintelligible sounds. They often appear passive and are easily regarded as being intellectually incapable of making decisions—and are often given no opportunity to do so. But the Applied Technology Laboratory at the ministry's Southwestern Regional Centre near Blenheim has proven that for every disability there is a means to cope.

The lab is the first and only one in North America for people with profound mental and physical handicaps.

Computer-aided learning is now possible for people with exceptional physical needs by means of switches which are controlled by a tilt of the head, hand, foot, knee, or elbow, or even by eyebrow movement. Infrared rays into the pupil of the eye send messages by deliberate blinking in the same fashion that NASA pilots operate their dashboards. An automobile pollution device is modified to transmit commands by simple inhalations and exhalations, and a voice synthesizer is capable of interpreting sounds—whether they be “oohs” or “ahs.”

The devices are made from bits and pieces found around the centre or bought cheaply at hardware stores. Centre staff and volunteers designed and built the special computer attachments in their spare time.

Instead of referring to IQ tests, Paul McPhail, co-ordinator of the lab, says he works at freeing “trapped intelligence.” He refers to the computer as the “equalizer” for those whose minds are active, while their bodies act like prisons in their inability to function properly. Technology is only a tool—the people who use it are the measure of success, he says.

“We have a little fellow, Fernando. He is 10 years old now and blind. When he was nine years old a Special Needs worker sat with him on her lap and she put a pillow switch on her shoulder. She pressed his head against the pillow and



*Former Southwestern Regional Centre resident Brooke Aitcheson, left, has just helped assistant deputy minister Ola Berg, right, cut the ribbon to open the centre's applied technology laboratory. In the background are Colleen McGaffey and Paul McPhail, the laboratory's co-ordinator.*

music started to play on the computer. He started to light up.

“He realized he had some control. Then he broke into tears and we reassured him he was all right and pressed his head against the switch; music played again.

“It wasn't long before he realized he had some control over something in his life. There wasn't a dry eye that day.”

“Then there's Robert. He's blind. Two weeks ago we introduced him to the computer. He learned the keyboard doing simple addition. We taught him the alphabet twice from A to Z. It wasn't easy but he's learned all of the positions. Now he's working on a three-letter and four-letter vocabulary. He was able to show his brother, his sister and his father what he was able to do on the computer.”

The lab was established in 1983 with no working budget, relying on donations and volunteers. The lab now has 24 computers with more than 500 programs customized to match the ability of the individual. Of the 585 residents at Southwestern Regional Centre (SRC), almost 500 have been tested as functioning at profound and severe

retardation levels. Remarkably, 170 are involved in computer-aided learning programs.

Wheelchairs are adapted with mercury switches for quadriplegic persons to travel about the centre using head-position controls. The same switch can be used for remote control of appliances such as televisions and tape recorders. Devices designed at the lab hold potential promise for use by senior citizens, and the centre is establishing computers in facility group homes to aid clients in those settings.

“There is a lot of technology available, but what is needed is the ability to link that technology to the people who need it. That's the contribution that Paul McPhail is making,” said Ola Berg, MCSS assistant deputy minister of Information Systems and Applied Technology. Mr. Berg was the guest speaker at the recent opening ceremony of the Applied Technology laboratory at SRC.

The assistant deputy minister said that the ministry regards technology as a highest priority. The Program Technology Branch will spend three-quarters of a million dollars this year to expand on the work being done at Southwestern and other facilities for the developmentally handicapped.

The SRC lab had more than 600 visitors from around the world last year, who took ideas back to their co-workers. “Important as it is locally, it's even more important as an example to others,” said Mr. Berg. There are 5,000 more people in institutions in Ontario who could benefit from the kind of work being carried out at Southwestern, and a total of almost 80,000 persons with developmental handicaps live in the province.

Technology is changing society, slowly creeping into everyday use, he observes. “Technology will no longer be esoteric; it will move into the mainstream and give us the opportunity to apply technology to aid individuals with special needs.” ●

*Joan Eastman is an information officer at Southwestern Regional Centre, Blenheim.*



## Critical risk—quality care

Now what's an architect doing at a conference discussing kids in secure settings? "Lots," says Dr. Roberta Roberts, chairperson of the international conference "Critical Risk—Quality Care: Adolescents in Secure Settings."

The conference to be held October 27–30 at Toronto's Prince Hotel was organized to look at the variety of world-wide approaches to dealing with young people in trouble and those confined to locked institutions.

Presenters and workshop leaders from around the globe will tell how they deal with young offenders, youths who are confined to institutions for child welfare reasons and those who are a threat to themselves or their community.

"To my knowledge, this is the first time a conference has been organized to cross a variety of fields including social justice, law enforcement, child welfare, corrections, and psychiatry," says Dr. Roberts. "It's a real mixture. We wanted to tie in people that may not be directly involved with the kids, but through the course of their work affect programs from a variety of different angles."

"For example, Blanche Lemco van Ginkel, a professor of architecture from the University of Toronto, is presenting a session on architectural design—how the physical design of a secure building has an impact on the feelings and attitudes of clients and staff."

Planning for the conference began in earnest during the spring of 1986.

"We felt that the conference had to be closely related to the young people we serve," says Agnes Samler, administrator of the ministry's Thistletown Regional Centre for Children and Adolescents.

Interest was kindled through Hanna Watson, who has been an art instructor at Thistletown's Syl Apps Campus for the last 13 years. He brought the idea of a competition to design the conference graphic to his young offender students. "As a voluntary project, each student developed their own theme and design," he says.

Out of the five graphics entered, the one designed by a 16-year-old



*The conference graphic was designed by a young offender who studies art at Thistletown's Syl Apps Campus in Oakville.*

offender was chosen. The graphic, boldly coloured in royal blue, red and white consists of a hand, a bird and a sunrise. The young artist says that the hand represents the Syl Apps program giving help and guidance, the bird freedom and the sunrise new beginnings. This thoughtful design can be found on all of the conference's printed materials.

Since February, organizers have been bombarded with requests for information on the conference from Europe, India, Thailand, Israel, Australia, South Africa, Fiji, and throughout North America.

"There are a great many issues and concerns in dealing with the care and treatment of adolescents in secure settings," says Dr. Roberts, a social work consultant.

"Most people dealing with youngsters in secure settings feel isolated in their areas and rarely have an opportunity to meet other people who are dealing with the same subject."

The conference is jointly sponsored by the Thistletown Regional Centre—Syl Apps Campus, the federal Solicitor General, Justice Canada, and the Thistletown Foundation.

**Jane E. Greer**  
MCSS Communications Group

## Provincial/municipal committee starts work

MCSS Minister John Sweeney recently announced a joint review of the delivery and funding of provincial and municipal social services. The 11 members of the Provincial-Municipal Social Services Review Committee will look at the social service roles of the two levels of government.

The committee is co-chaired by Ron Book, chairman of the Social Services Committee for Niagara region, and Colin Evans, the ministry's executive director of Strategic Planning and Intergovernmental Relations.



**A well-earned rest**—After 26 years of service with the ministry in north-western Ontario, from fieldworker to chief administrative officer, Ab Johanson can relax all he wants on his acre of island in the middle of the Lake of the Woods. During the week of June 22 a committee headed by program supervisor Rory McMillan held a gala surprise party and an official reception in honour of their friend and colleague. In addition to a two-way marine radio for his boat and camp, Ab received the original "Department of Social and Family Services" sign that identified his office when he worked out of Fort Frances.

Dave Rudan



# Going for the Computer Olympics gold

In 1988 the Olympic Games will once again be upon us. However, for the Ministry of Community and Social Services staff of the Hamilton Area Office, the Olympic Games came a year early. In April, the Hamilton Office held the first ever Computer Olympics.

The idea for holding the Computer Olympics came from the Direct Services Automation Committee (DISAC) which was chaired by Zinta Towsley, income maintenance manager for the Hamilton Area. The goal of the Computer Olympics was to provide staff with the opportunity to learn about automation and get some "hands-on" computer experience in a fun way.

Peter Barnes, MCSS Deputy Minister, was in for a surprise when he visited the Hamilton Area Office on April 6. After speaking to staff on the benefits of automation, Mr. Barnes was presented with a medal and certificate bestowing the title of honorary president of the Computer Olympics.

The Computer Olympics consisted of nine events held during the morning and afternoon coffee breaks. A total of 15 teams of nine athletes each came from Brantford (Brantford Cims Socks and Bits & Bytes), Hamilton (The Microfazers, The Lotus Eaters, The Megabytes, The R-Base Packers, Vic's Mouse Patrol, The Dreamers, The Joysticks, Granny's Raiders, Klemens Cursors, The Lamborghini's and Transactions), and St. Catharines, Niagara Falls and Welland (Niagara Nanoseconds and St. Kitts Bits). These teams represented staff from all MCSS programs.

The Computer Olympics were officially opened by Don Cornish, Hamilton area manager. Spectators were in awe over the opening ceremony, for its uniqueness and glory was second only to the Olympic Games themselves. The opening ceremony featured a computerized Olympic torch run and lighting of the torch, designed by Vince Molinaro, chairman of the Computer Olympics.

At this point only a few questions remained: Would all the endless



Joe Ingus

*Computer Olympics scorekeeper Kevin Darby anxiously awaits the outcome of the "Bugs" event. Contestant Mary Popp tries to accumulate as many points as she can.*

hours of painstaking training finally pay off for the athletes? Would the athletes be able to cope with the intense competition? Would any work records be set? And would any athletes resort to the use of steroids to enhance their computer performance? The answers to these questions would unfold over the course of the Computer Olympics.

Some of the events:

**Floppy Disk-us Throw:** In this event, athletes were required to throw 10 floppy disks (all bad disks) into a series of boxes which were assigned point values. Handouts regarding "Care and Handling of a Diskette" were distributed.

**Popular Video Games:** Bugs and Pacman. Athletes were required to accumulate as many points as they could within three minutes.

**Executype Individual Medley:** This event assessed the athletes' keyboarding skills (typing speed and accuracy) by using the Executype software package.

**Multimate Marathon:** Athletes were timed to see how fast they could input and print out a letter.

**Printmaster Free-Style Relay:** In this event athletes were timed to see how fast they could produce a computer graphics sign.

Probably the most gruelling event of the entire Computer Olympics was the *Lotus Decathlon*. In this event, athletes followed a series of instructions using the Lotus 1-2-3 software package.

The final event of the Computer Olympics was the *Disk of Fortune*. This event assessed the athletes' knowledge of computer terminol-

ogy. Athletes were required to solve a computer-related word puzzle. This event was especially exciting for it was hosted by none other than Vanna White and Pat Sajak.

The Computer Olympics came to a close on April 24, 1987. David Vice, Direct Services (Adults) manager, eloquently directed the closing ceremony festivities. Gold, silver and bronze medals were awarded for all events. Certificates of Achievement were also awarded to all athletes. Muriel Aikins of the Hamilton Office treated the spectators by singing a song she composed in tribute to the Computer Olympics.

Not only was there a large group of staff present at the closing ceremony, but members of the provincial task force examining the benefits of automation were also on hand to join in the festivities.

The DISAC flame continues to burn as reflected in the interest of staff who are learning about computers and developing applications to assist them in enhancing their day-to-day operations.

The challenge now for DISAC is to "keep the momentum going."

**Vince Molinaro and Theresa Hawley**  
MCSS Hamilton Area Office

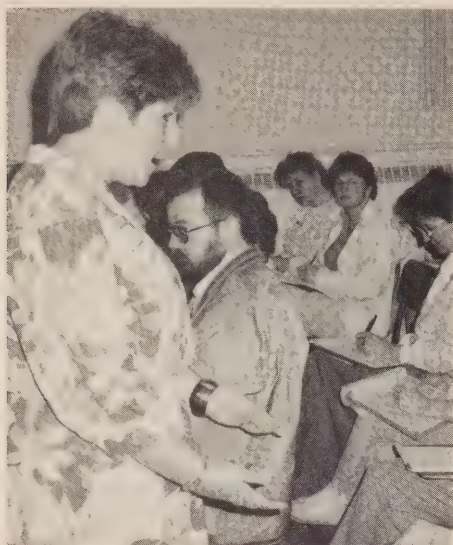
## Institute for the Prevention of Child Abuse

On August 1, the Ontario Centre for the Prevention of Child Abuse became an independent organization known as the Institute for the Prevention of Child Abuse. The institute, located at 25 Spadina Road, Toronto, focuses on research, training and public education in the prevention and treatment of child abuse.

The new organization, divested from the ministry, is run by an elected community board as a non-profit charitable corporation.

The ministry retains responsibility for maintaining and administering the Child Abuse Register, and for policy and program development concerning the prevention and treatment of child abuse. Development of community initiatives will remain with children's aid societies and area offices of the ministry.





Dave Rudan

*Body language such as keeping your hands in the open, with palms up, will help ease a nasty situation with an angry client, said Cindy Male of Forward House, London, at a workshop on crisis intervention. The seminar for front line staff held this spring in Hanover, also featured pharmacology expert Dr. W. J. Davidson, and Dorothy Griffiths and David Hinsberger of York Behaviour Management Services.*

## Talking about basic human needs

by Dave Rudan

**D**ave Hinsberger doesn't call himself a stand-up comedian, but the man is very funny.

He began his career as a residential counsellor with a British Columbia facility for developmentally handicapped people. Today he works with Dorothy Griffiths of York Behaviour Management Services; this spring they presented workshops on sexuality in Hanover (at the Regional Residential Directors Workshop) and in Ottawa (at the OAMR conference).

Hinsberger's humour centres around his own sexuality and naiveté about the emotional and physical needs of people.

"Dr. John Money is an expert on sex... he says that sex increases

IQ... Why wasn't I told that in high school?!" he said at the Hanover workshop, warming up his audience of counsellors from facilities and group homes in the southwestern Ontario region.

"Warmth, caring and sharing are all basic human needs and where there is deprivation there is real danger."

Hinsberger recalled the time when he worked in a group home and found a woman alone. "She sat there all day long watching TV. She was lonely so I taught her how to set a table. I spent a lot of effort teaching that one skill until she mastered it. After she set the table she'd go back to the TV.

"I spent a lot of time on things that aren't important like setting tables and making beds, but I never asked her, or considered her real needs... why she was lonely."

Friendships in institutions are not made with the people who share the next beds, or next rooms, but with the staff who provide the care. Strong attachments are made, even encouraged by care givers, he said. When the counsellor leaves for another job, the separation can be traumatic for the resident.

"They are like the children of separated and divorced parents... they see themselves as responsible.

"Our jobs look like love and the clients misinterpret that."

The parents of a young woman named Sue asked Hinsberger to develop a behaviour modification program that would encourage their daughter to lose weight.

"I'm the last guy you'd ask about losing weight," said Hinsberger, who likely buys his suits at George Richards. At the insistence of the parents, he produced a program. As a weekly reward for losing weight, he would take Sue out.

"She lost 45 pounds and I didn't lose any... One evening she asked me, 'Do you like me?'"

"Sure I like you; haven't we been going out?"

"No, you don't like me. You're paid to like me."

Pressures from parents, relatives and societal attitudes toward sex make it difficult if not impossible for care givers to facilitate normal relationships between men and women, he said, citing current situations in many homes and facilities for elderly people. ●

## A call for resource centres

**P**arents want their children to develop to their full potential at home, but they also want the security of knowing that there is a resource facility with the staff and expertise to respond to their child's extraordinary needs.

This was the essence of a response made by Judy Freymond regarding her daughter Angela, and echoed by other parents who attended this year's annual meeting of the Ontario Association for the Mentally Retarded in Ottawa. The association is now called the Ontario Association for Community Living (OACL).

A seminar designed to argue why institutions cannot become regional resource centres made a turn-about in favour of government-funded facilities with specific mandates to support community resources.

"There is a feeling that the development of resource centres would be counter-productive to the development of a community's responsibilities," reflected Rick Tutt of the OACL, who chaired the session. Local resources were "heading into the areas of generalists."

"You get good input from generalists," said a person from the audience, "but not the specialized help... there are times when my daughter needs a specialist and we have a great lack of specialists here for everyone with disabilities." She felt that there had to be a funded clinical setting that would facilitate research and development.

According to Tutt, specialized services and resources were essential, but where these services are delivered was the moot point.

"A person needs dental work... not institutional care because the person is mentally retarded... the best public education is support of the local professionals to serve the clients," he said.

The audience agreed that too many community professionals immediately referred patients to facilities because of labelling. They envisioned the resource centre as a place where community professionals would receive the training, tools and materials they needed to serve clients with special needs.

Dave Rudan



## Derek Hill—life saver



*Derek Hill receives his life-saver award from Leslie Kennedy, Ministry of Health.*

**D**erek Hill, a parental support worker in the ministry's Burlington office, was presented with the Heart and Stroke Foundation's Lifesaver award in June. Derek was one of 38 staff from the Mississauga Area who completed the Cardiopulmonary Resuscitation (CPR) Heartsaver Course last year.

Derek won the award for administering CPR to an auto accident victim in the summer of 1986. He described the incident in a letter to Joan O'Callaghan of the Mississauga Area Office, who helped set up the course where Derek received his CPR training. Here's what happened, in his words:

My boys and I were travelling north on Highway 69 between Parry Sound and Sudbury. There was a crowd of people (about a dozen) off on the shoulder looking into an upside-down car that had crashed into the big rocks.

Two months earlier I would have driven past, figuring a) there was nothing I could do, and b) out of all those people someone must know more than I do about handling injured people. Because I had taken the three-hour CPR course I pulled off the road and went over to the scene.

Inside the car, sprawled out on the inner roof was a man. Another man on the scene was saying, "He's got no pulse." The victim was turning blue right in front of us. I hollered out, "Does anybody know CPR?"

Nobody did! They had called for the police but they were not on the scene. I grabbed the victim's shoulder and with the help of two other guys dragged him out of the car and laid him on the side of the road. No breathing, no pulse, turning bluer by the second.

I blew into the guy's mouth—that was the toughest part—he had some

yucky fluids around his mouth. Then I started the chest pushes. Another man came over and blew air into the victim. I showed him how to hold the victim's head and when to blow. We kept it up for about two to three minutes. Maybe the man's colour improved only slightly and it seemed like a lost cause. The guy seemed totally dead, there was even a death rattle that came out of his chest before I started.

But then after two or three minutes the victim started spluttering after the breaths were blown in. Then all of a sudden he started moving his legs and head. His colour

came back and his eyes started moving. The guy who was checking the pulse yelled out, "I've got a pulse!"

The guy still seemed to be fading in and out, so we kept up the CPR. After about 15 minutes a woman came up and said she was a doctor. She said we had saved this guy's life and she and another woman took over the CPR. No police or ambulance had yet arrived. I told one of the truck drivers to call again.

It was especially satisfying because my boys got to watch me doing this. So I just wanted to say thanks! for setting up the course for us. ●

## PROFILE: Douglas Hayman

**"I** love working in this ministry," says Douglas Hayman, who took over as area manager in Thunder Bay earlier this year. "The people, the scope and the challenges are wonderful."

Thirteen years ago, Doug began his career in the ministry as a vocational rehabilitation counsellor in North Bay. Since that time, he has held positions as vocational rehabilitation supervisor, program supervisor, social services administrator, and children's direct services manager, all in the London Area and most recently, as district manager in Thunder Bay.

"What turns me on is the feeling that I'm involved with others in a grand endeavour to create a more equitable, humane society. I see this ministry as being at the forefront of this action in Ontario."

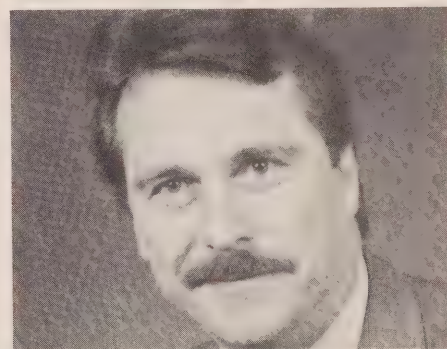
Doug grew up in North Bay and studied at Ottawa's Carleton University, the University of Stockholm, and the University of British Columbia, where he obtained his MSW. He has also travelled extensively in Europe and Asia.

The Thunder Bay Area Doug now manages certainly provides all the challenges he could hope for. With a staff of 284, the Area comprises a large percentage of Ontario's land mass. While its population does not match its size, servicing the people of northwestern Ontario can be difficult. Issues of accessibility take on a whole new meaning in the north.

"We have to look for new ways to serve people in isolated communities. We need flexible approaches

and we need community involvement in finding solutions," Doug says.

The area includes a large aboriginal population and the development of new native child welfare agencies across the area is perhaps one of the most interesting and significant undertakings in the province.



*Douglas Hayman, Thunder Bay area manager.*

"Working with these new agencies as they develop a contemporary articulation of traditional ways is a very exciting, and often humbling process for those of us involved."

Doug is pleased with the direction the ministry is taking. The increasing visibility of leadership, the new emphasis on staff development and the vigorous approach to policy and program development indicate to Doug that a renewal is under way.

"We have a very talented workforce in this ministry and we are having an impact. I am very proud to be part of it."

**Joan Nishimura**  
MCSS Thunder Bay Area Office



# Blue Jays Day '87

*They laughed, waved, clapped and cheered.*

by Deborah Ferris

Sunny skies and gentle breezes welcomed 10,000 disadvantaged children and their adult chaperones as they converged on Toronto's Exhibition Stadium Saturday, August 1 to participate in the annual Variety Club Blue Jays Day.

It was a perfect summer day for these baseball fans. They had travelled by chartered bus, van, car and even by plane from destinations all over the province to watch the Toronto Blue Jays take on the Cleveland Indians.

Although the weather was cooperative, the Jays weren't so lucky with the Indians, losing 3-0. They struck out in the game, but the Blue Jays still came out as winners. They kept an enormous crowd of children entertained—no small feat.

The Blue Jays, the Variety Club of Ontario and the Ministry of Community and Social Services worked together to make this fifth annual version of the special day possible. This year the Jays donated \$42,000 worth of tickets for the event and the Variety Club paid over \$71,000 for transportation to the game. Once again ministry staff were responsible for selecting children's agencies and organizations and distributing tickets. Versa Food Services supplied the children and their escorts with free hot dogs and soft drinks.



*Are these kids having a good time?*

Parliamentary Assistant Joseph Cordiano was on hand representing the minister.

He took part in an on-field ceremony before the game and watched the contest, along with the kids, from the stadium's north grandstand.



*Cathy Panzica (wearing striped shirt) of the Capital and Administrative Services Branch, was one of the many ministry people who helped make Blue Jays Day a success.*

There were all kinds of children in the left field grandstand. There were physically and developmentally disabled youngsters, children with emotional problems and young people from families on social assistance. In spite of their differences, they all shared something in common. They all had fun at the ball game. They laughed, waved, clapped and cheered their way through the day.

Mathew Arguin, 5, of Hamilton, was one of the many children who was a first-time spectator at the Blue Jays game. Watching the players intently, he munched on his hot dog and between bites he enthusiastically cheered for his baseball heroes. This was one youngster who didn't want to miss a moment of the action.

Danny McAuslan, 7, and his six-year-old brother Jimmy, of Petrolia, were also excited about being at the game. While Danny wasn't too thrilled about the three-hour bus

drive because it "...seemed like it took a hundred hours," he was definitely enjoying himself. And he and Jimmy were happy to have won prizes during the trip from Sarnia. Danny's new Blue Jays cap and his brother's new stuffed toy helped make the journey to the game more amusing and rewarding for the two youngsters.

Darren Maxton, 13, of Thunder Bay, who has been a Blue Jay fan for more than two years, was especially pleased to be at the event. He was thrilled with his airplane trip to Toronto and seeing his favourite team in person.

It really didn't matter what community the children were from, as they all considered the day a treat. Undoubtedly, this one-day event produced some special memories—the kind that endure well beyond a single day. ●

*Deborah Ferris is a freelance writer who lives in Vienna, Ontario.*

Photos by Chico Taeschel



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# Dialogue



**Familyhome**





# Ontario



Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

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**COVER:** Wilma and Martin Roefs with their Familyhome daughter Vicki, left, and daughter Mary. Vicki has lived with the Roefs family on their farm near Mount Forest since November 1986, through the Familyhome program operated by staff from the ministry's Midwestern Regional Centre, near Palmerston. See page 12 for the story. This issue, *Dialogue* includes several stories from our Southwest Region. Cover photo by Prudence Whiddington.

## DARE on display



The ministry was well represented at the Criminal Justice Congress at Toronto's Royal York Hotel last fall, through a co-operative venture between Children's Services Branch and Project DARE. Our

northern wilderness program provided the display; Jane Rogers and Paddy Colfer from the branch responded to inquiries about the ministry's program for young offenders aged 12 to 15.

## A brave girl

Eight-year-old Tabitha Hore not only stole the show, but everyone's heart, when she received a bronze medal for bravery last September from Peter Barnes, deputy minister. Tabitha's alert actions saved her mother's life when their Hamilton home caught fire.

One evening in December, 1985, when she was only 6, Tabitha heard the cries of her mother who was trapped by the flames and smoke. The tyke punched a hole through a heavy plastic storm window in her bedroom and crawled through. Wearing only pyjamas, she ran through fresh snow in her bare feet

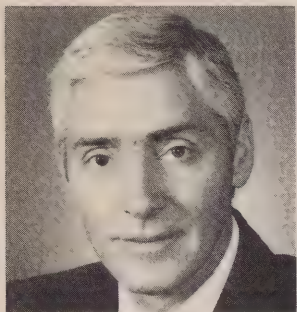


to alert the neighbours, who called the fire department.

Tabitha was one of 35 people honoured by the Royal Canadian Humane Association during a recognition luncheon sponsored by the ministry at Ontario Place, Toronto.



# To the very best of our ability



**A**s a new year begins, we look forward with anticipation to the challenges ahead, and we look back with a measure of pride and satisfaction on what has been accomplished.

The year 1987 saw long-planned changes in Adoption Disclosure legislation, changes that attempt to respect the feelings and balance the needs and wishes of all those involved in adoptions.

Our government announced its commitment to the establishment of a comprehensive child care system,

and my ministry has made a commitment to increase its total budget for child care to a target of \$325 million within three years. Our ultimate goal is choice in child care for all Ontario families.

Also in 1987, this ministry announced an innovative multi-year plan to allow people with developmental handicaps to take part in community life as fully as they possibly can. We want them to receive the support they need right in their home communities. We plan, eventually, to phase out *all* institutional placement for developmentally handicapped persons.

Young offenders too, are best served in their local communities, and we are carrying out the government's commitment to make programs and services available to them "close to home and easy to find."

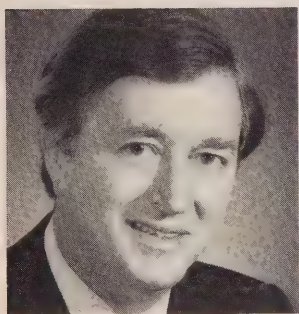
Emphasis on services to seniors during 1987 included renovations to homes for the elderly, expansion of

the Integrated Homemaker and One-Stop Access programs, new programs for victims of Alzheimer's disease and a public education program to promote a positive attitude toward seniors.

I am delighted that I have been given a continuing mandate to work with you on behalf of the children and adults in this province who need assistance. Together we have built a smoothly-functioning team and have achieved a commendable track record. Let us move forward into 1988, united in our cause: to serve the people of Ontario to the very best of our ability.

The Honourable John R. Sweeney  
Minister  
Community and Social Services

## Pride in our accomplishments



**W**e have come through two years of concentrated planning and this has resulted in a number of approved strategies and soon-to-be-approved strategies. The Multi-Year Plan for developmentally handicapped people and New Directions for Child Care are already in place while Income Support and Special Needs at Home for physically disabled children will shortly be implemented.

We have also engaged in a number of studies to clarify and simplify operating relationships, procedures and methodology.

We have published and are continuing to implement a Human Resources Plan.

This has represented a major investment of time and effort from a very broad spectrum of staff in the ministry. For this I thank all of you.

I think we should all be proud of what we have accomplished and the reputation we are gaining for planning and thinking through the future of our programs.

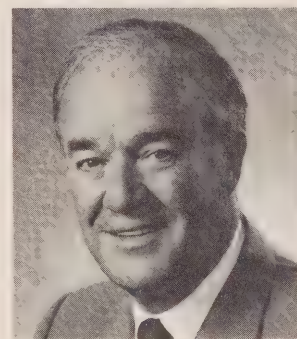
To coin a phrase, "The rubber is now hitting the road." There is an inevitable sense of being assailed by innumerable initiatives and sheer weight of work when already we are busy.

To come to grips with this workload, we have to look for common approaches which will result in a clearer sense of direction, a definable framework and a level of control over our time. Consistency of application will significantly ease the overload we all perceive we are now carrying. In short, I sense a genuine potential for order, which if achieved will provide a real breakthrough in our area of "soft services."

Thank you for your commitment. The next 12 months will not be easy but I believe our continued effort will truly be an investment in a better-managed and more orderly future.

Peter Barnes  
Deputy Minister  
Community and Social Services

## New parliamentary assistant



Gilles Morin

**G**illes Morin, MPP for Carleton East, was named parliamentary assistant to Minister John Sweeney last fall.

Mr. Morin, 56, was first elected to the Ontario legislature in 1985. Previously, he was a director of regional services at the Office of the Ontario Ombudsman. Before that, he spent 17 years in the investment and insurance fields.

Mr. Morin had a military career from 1951 to 1959, reaching the rank of captain. He served in Korea, and was aide-de-camp for two Governors-General. ●



# Satellite homes for seniors

*For three decades, Niagara Region has operated "off-campus" homes for the aged.*

Story and photos by Dave Rudan

**W**hen a municipal social services department achieves savings of more than \$500,000 a year through a particular residential program, the question is—why isn't the program used more in other municipalities?

There are no capital costs, few permanent staff are required and the per diem rate is \$8 to \$13 less than residential institutional care, comments Doug Rapelje, director of the Senior Citizens Department for the Regional Municipality of Niagara, talking about their Satellite Home program.

Back in 1955, Ontario's Homes for the Aged and Rest Homes Act was amended to allow homes for the aged to operate residential facilities "off-campus." The facility could canvass private homeowners to see if they were interested in providing a home environment to a healthy, elderly person who couldn't live alone.

Rapelje was beginning his career as the new administrator of Sunset Haven, Welland. He was concerned that there seemed to be no alternatives to institutional care for elderly persons when they applied for admission. The new amendment seemed to be an opportunity to provide that alternative.

"We opened our first home June 15, 1956 in Welland," says Rapelje. Operated by a Mrs. O'Hara, for six gentlemen, it was Ontario's first satellite home. Today there are 100 residents, some with developmental handicaps, living in 30 homes within the 12 municipalities of the Regional Municipality of Niagara.

"Ours are ordinary homes on ordinary streets... they're group homes... and we haven't had a single complaint from neighbours," says Rapelje.

In the early 1970s, when the Homes for the Aged, Office on Aging Branch was one of the most pro-active in the ministry, Rapelje was encouraged by branch director Lawrence Crawford to present workshops to colleagues on the

advantages of operating satellite homes. Only a handful of municipalities responded and then they didn't all adopt the Niagara concept.

"Some call a 90-bed facility a satellite home," Rapelje says with a note of dismay.

When a family or an individual makes an application to one of the region's four homes for the aged, a selection committee carefully reviews the person's needs, desires and former lifestyle. They are the ones who will recommend a satellite home, especially if the applicant is healthy and independent. With homes in virtually every setting, they can accommodate the person's preferences, whether they want to live in the city or the country.

"You have to be flexible... our residents have choices, hundreds of choices!" explains Carrie Kaye, who administers Niagara's Satellite Home program.

"We don't have a foolproof system, there are a lot of snags, because you don't have the same controls that exist in large institutions," says Carrie. She speculates that this may be one of the reasons why the Niagara concept of satellite homes hasn't proliferated across the province. She admits that her job wasn't easy.

"Fifty per cent of my time is spent with family members listening to them vent their feelings and concerns about mom and dad." It is very important to the success of the program, but it is time-consuming and, at times, frustrating, she says.

**E**lizabeth and Don Bradbury have operated a satellite home in Beamsville since 1982. Elizabeth's former occupation was in nursing and Don is an organist and music teacher.

Elizabeth manages day-to-day operations while Don is in charge of transportation, taking their residents shopping or to appointments. They consider it a privilege to be able to share their historic house, "Woodburn Cottage," built in 1834,



▲ Walter and Lila Wilcox have their own, private accommodation in "Woodburn Cottage." Married in Smithville in 1917, the couple recently celebrated their 70th anniversary.

with Walter and Lila Wilcox who recently celebrated their 70th wedding anniversary, and Eleanor Burns, who knew Mackenzie King, Canada's prime minister during the 1940s. The Bradburys accommodate nine residents, which is unusual in the region, for most home operators average three to six residents.

The houses of prospective home operators must meet all municipal building and safety standards and operators have to underwrite any costs of renovations as part of the approval process, Kaye explains. The operators themselves come from all walks of life. They can count on





▲ Woodburn Cottage, Beamsville. Built in 1834, it's a "satellite home" for seniors.



◀ Elizabeth Bradbury opens the door for Carrie Kaye, left, and a group of nursing students who are receiving an orientation to satellite homes.

Kaye's complete support for training and assistance with the residents.

While meals are provided by the operator, most of the residents take an active role in household duties. "This participation in household duties allows a more 'normal' life than one could achieve in even the best institution," according to the ministry's program review of Niagara's satellite homes in 1984.

After a survey of the residents who lived in the homes, the results indicated that 90 per cent of the people were satisfied: "...generally the responses were extremely

positive, encouraging and supportive of the program. A home-like atmosphere, personal attention and freedom or independence were consistently noted as the main advantages of satellite homes. The few negative comments related to the menu, the non-existence of organized or social activities, sharing bedrooms and the problems with stairs if the resident becomes disabled."

Niagara's Senior Citizens Department guarantees accommodation in one of the region's homes for the aged if the resident's health fails, Rapelje says.

With today's emphasis on community living, in more home-like environments, the Satellite Home program appears to be a good alternative to institutional care. When Rapelje was asked what it took to implement a community program like satellite homes, he took a moment to reflect then replied: "You need a group of people... politicians... to provide leadership." ●

*Dave Rudan is a communications co-ordinator in the MCSS Communications and Marketing Branch.*



# Playing with toys, not tractors

*Lambton Rural Child Care keeps farm children away from potential hazards.*

by Doreen Pitkeathly

Many urban families today consider child care essential to their family's economic and psychological survival.

For families with children growing up on farms, child care can literally mean the difference between life and death.

Farm accidents involving children have been alarmingly frequent in recent years. Statistics for a 10-year period ending in 1985, show 87 Ontario children under the age of 15 were killed in farm-related accidents. Of that total, 39 were children under five years of age.

The stories are grisly. Many involve the new sophisticated but potentially dangerous machinery that has been introduced to farming over the years. But in most cases, regardless of the circumstances, the root reason for the accident or fatality was simply a case of children being where they don't belong—in the fields or in the barn.

Many farm parents have little choice. Economic conditions have changed the face of farming in Ontario, so that many farms which

once employed "hired hands" are now forced to operate strictly within the family. Farm women must help out, either on the farm or in a job off the farm; usually, a combination of both.

Rural families have the same child care concerns as those in urban centres—accessibility, affordability, quality—but the problems are exaggerated by the geographical isolation of rural life and, in the case of farm families, by the intensified need during peak seasons of planting and harvesting. For farm women unable to secure adequate child care, the only solution has been to bring the children along, either into the barn or out in the field on the tractor. And the statistics prove it's a dangerous compromise.

Dealing with the special child care needs of rural and farm families is what Lambton Rural Child Care (LRCC) is all about. Deep in southwestern Ontario farm country, it's one of four rural child care pilot projects sponsored in the province by the Ministry of Community and Social Services. With headquarters

located in the Lambton County administrative offices at Wyoming, LRCC is not a child care centre, but a registry service; a network where parents seeking child care are put in touch with a list of local caregivers.

Lambton Rural Child Care does not screen or license the caregivers it registers. All contact, screening and business arrangements are the responsibility of the parents, but LRCC does do a criminal reference check on each caregiver, and provides a series of informative, mandatory workshops for them. It also briefs parents with a procedures checklist and tips on how to screen and hire a caregiver, in the parent information package it distributes. Parents pay their caregivers directly, although a suggested fee schedule is provided. In addition, subsidies are available for those parents who are eligible; there's a toy and equipment lending library; a monthly newsletter; and the services of an early childhood education specialist, Joanne Syer, on staff.

Caregivers registered with LRCC are subject to the requirements of the provincial Day Nurseries Act, which limits the number of children in care to five, says Mari Cole, a ministry early childhood education consultant in the Windsor Area Office, who has been working with LRCC since its inception. LRCC's operating budget is directly funded by the ministry, she says, as are the subsidies paid to parents involved in the project.

The registry model is the one that makes the most sense for rural people, says Mac Parker, chairman of the LRCC board of directors and a member of the Lambton Federation of Agriculture. Child care centres don't address the geographical problem, he says, while rural caregivers need to understand the farmer's lifestyle. "Farming isn't a nine-to-five operation. Farmers work crazy hours; it can mean leaving the children all night sometimes," says Mac, who operates a 350-acre Hereford beef cattle farm about half-way between London and Sarnia.

Mac's own three children are



*Sandra and Mac Parker say they're involved with Lambton Rural Child Care because they've seen farm children in too many dangerous situations. Mac is chairman of the LRCC board of directors.*





*Playing with toy farm equipment at after-school child care is safer than being around the real machines for Steven Koolen, left, and Joseph Hendrickx, both 9 years old. In the background is Joseph's brother Peter Hendrickx, 7.*

beyond the age where child care for them is needed but he and his wife Sandra still feel strongly about the issue of rural child care. Mac, as the former president of the Lambton Federation of Agriculture, was one of the people responsible for securing the pilot project for Lambton County a year and a half ago. The project, initially approved for one operating year, was given the go-ahead this past summer for two

more years. Sandra is also on the LRCC board of directors.

"I see farmers every day taking their children out in the field with them—riding on the tractor with one on each knee. You see it all over and it scares you," says Mac.

"Our youngest son, Tim, was raised on a tractor," adds Sandra, explaining that Mac's father died a month before Tim was born, forcing Sandra to start helping out on the farm. Necessity required her to take Tim along with her, but it's not something she'd ever want to do again. "The farm is such a dangerous place for kids. I always feel I was really lucky," she adds.

With LRCC in the county now, say the Parkers, other farm families don't have to rely on luck. They admit, however, that it has taken a lot of effort, advertising and promotional work to get the registry going. "Farmers are traditionally slow to get into these kinds of things; they don't jump into anything new. Besides, on the farm, there's always been a philosophy of taking care of your own; there's a lot of pride there," says Mac.

But Sandra says the registry is making a difference. "For the parents who are using it, they do feel their children are safer and they feel better," she says.

Some still need to be convinced, however, says Mac. He feels the issue of farm safety must be cons-

tantly pushed to get to those farmers still exposing their children to the dangers of the farm workplace, despite the presence and availability of LRCC.

"The problem is that on a farm, your home is your workplace. In the city, you can't take your children to work with you—you just don't have that choice—but here there are no rules saying you can't. Farming's changed in the last 25 years with mechanization and it's too dangerous for children. The percentage of accidents involving children on farms is too high. Sometimes I think people should be charged—after all, you can't drive down the highway without your seatbelt on," says Mac.

**J**ennifer Battersby, co-ordinator of LRCC until recently when Karen Burns took over the job, spent a lot of time taking that message out to the Lambton County community by speaking at fall fairs, Rotary clubs, anywhere people with children were gathered. Jennifer knows there are a lot of children in potential danger out there.

"Everywhere I've been someone's had a story to tell me about their children or a neighbour's children," she says.

Citing statistics like "70 per cent of rural women aged 20 to 40 are in the paid workforce" and "85 to 90 per cent of farm women work on the farm in some capacity," Jennifer



*ECE specialist Joanne Syer tries out puppets from the toy lending library at Lambton Rural Child Care.*



says there's no doubt that child care is a major concern of rural families. "There's a real connection. In most cases where child care is not available, those children are either left unsupervised or they're taken out to the barn." Referring to the high number of child farm-related fatalities, she says: "Had supervision been available, then their lives might have been spared."

Nevertheless, Jennifer says she does feel good about the progress LRCC has made to date. At the time of writing, there are 105 families registered with LRCC, 32 of which are farm families. While only 39 of the total families are receiving care for their 81 collective children, others make use of the lending library, which features equipment like playpens, cribs and carseats and a wide assortment of toys, and receive the newsletter. Less than 50 per cent of those parents receiving care are subsidized, she says. There are also 65 caregivers registered with LRCC, each required to attend four of the six workshops offered each year. Workshops cover a variety of subjects, ranging from child and farm safety to first aid, nutrition and income tax. Each caregiver receives \$10 to cover expenses and child care is provided; each of the six workshops is offered in six different locations.

Jennifer says a recent questionnaire sent out to 126 parents and caregivers revealed a high level of satisfaction with the program. She says it's interesting to note that of the 53 responses to the survey, 29 were from parents receiving care and of those, 20 were farm families. Their comments often referred to the increased safety of their children through LRCC.

"I think that shows that farm families are involved in the program and interested enough to respond to our survey," says Jennifer.

But does it indicate child care can reduce the danger to children growing up on farms?

"We just got some new statistics from the farm safety association that show child farm fatalities have gone down slightly in Lambton County. It's too soon to attribute that to our program, but I think we can safely say it's had some impact," says Jennifer. ●

*Doreen Pitkeathly is a Toronto-based freelance writer who works frequently for the MCSS Communications and Marketing Branch.*

## LOOKING BACK

### Midwestern Regional Centre



*In the '60s, when MRC was known as the Midwestern Children's Centre.*

In historical terms, the Midwestern Regional Centre has not been in existence for a long period of time. Officially opened in January 1966, the Centre was originally known as the Midwestern Children's Centre.

When the facility first opened, it was under the auspices of the Ontario Department of Health. The main purpose was to provide a home for children with developmental disabilities. Previously, children from the counties of Bruce, Dufferin, Grey, Wellington, Waterloo, Huron and Perth, were moved from their communities or were living in facilities for adults.

In 1975, the Centre was trans-

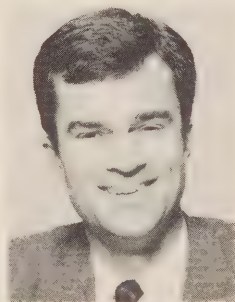
ferred to the Ministry of Community and Social Services. At that time, there was a change in philosophy concerning the developmentally disabled and their care. More children with disabilities were being kept at home, and the need for a community-based service was growing. In keeping with these changes, Midwestern began an entire program aimed at assisting children to function and to be as independent as possible.

By 1988, Midwestern Regional Centre has become an integral community resource for the areas surrounding Palmerston. ●

**June Langille-Harris**

*Reference services supervisor, MCSS Library*

### Welcome to Randy Norberg



*Randy Norberg*

It's a new year and the ministry has a new assistant deputy minister of Operations. Randy Norberg is the new ADM, as of January 4. "I'm really looking forward to working in this minis-

try," Randy told *Dialogue*. "I've heard that there are a lot of capable, dedicated people here, and this ministry covers areas that I've been interested in for a long time."

Randy comes to us from the Ministry of Culture and Communications, where he was assistant deputy of the Culture division.

He replaces Bruce Alexander, who has returned to the legal profession after 15 years in the Ontario Public Service. Bruce is now the chief operating officer of Fraser and Beatty, a Toronto law firm. ●



## Bea Greenaway, community services worker

Story and photos by Joan Eastman

“Service Network” is only vague terminology to the average person, until spending a day on the job with a community services worker.

Its significance is then suddenly clarified: The fulfillment, contentment and spirit of persons with developmental handicaps and their families in our Ontario communities are dependent on a vast group of caring workers, all belonging to different offices, associations and organizations—but all with the same heart.

With hair still damp from her early morning shower, Bea Greenaway hurriedly says goodbye to her family in Comber (north of Leamington) and dashes into her not-so-clean Omni. It's 7:45 a.m.

Today the car is steered west toward Windsor; four years ago it was pointed in the opposite direction, toward the ministry's South-western Regional Centre (SRC) on Lake Erie. The distances are equal—half an hour either way—and her destination of helping people with developmental handicaps who live in the community is the same.

Bea started at SRC in 1969 “fresh out of school” as a front-line staff worker and eventually moved to her Developmental Services Worker (DSW) III position of team programmer for the Community Services Department. Based at the Centre, but with satellite offices in distant Windsor and Sarnia, the Community Services Department at SRC offers support to approximately 350 persons living in Kent, Lambton and Essex counties, and their families. About 350 more are currently funded for Handicapped Children's Benefits and 300 receive Special Services at Home.

Elise greets us at the front door to her cosy upstairs apartment. Mom and Dad live downstairs. Husband Brian, also developmentally handicapped, is at work washing dishes at a restaurant. Brian and Elise realize her parents are elderly and will not always be there to help. Sheila MacDonald, a developmen-



*Bea Greenaway at the ministry's Windsor Area Office.*

tal services worker student in her final placement, teaches Elise to recognize coins, prepare a week's menu and cook by recipe using the four basic food groups posted on her refrigerator door. Elise is an eager learner: “Today I had bacon and eggs with Brian for breakfast,” she boasts. The dishes are washed and the laundry neatly folded.

This morning Elise attempts to make porridge. The recipe is easy to follow—if you can read numbers and times. Fortunately, Elise can. Sheila has redrawn the utensils in the special recipe book to resemble Elise's.

During female chit-chat about a “Swimsuit Diet” in a magazine that has caught Elise's eye, the smell of burning porridge wafts past the kitchen table. Elise jumps up to open the window and recounts the story of a recent fire drill. Her family practises often, she says.

Bea watches intently, questioning Sheila about Elise's progress and concerns. Brian and Elise have

applied to the Windsor Association for the Mentally Retarded for assistance under the Supported Independent Living (SIL) program, which teaches budgeting, buying groceries, clothing maintenance, home safety, community resources and much more. But until then, SRC's Community Services Department is providing interim support.

Tomorrow Elise starts a reading program through the Windsor Public Library. She's also been enrolled at St. Clair College in the Multihandicapped Life Skills Program run by the Cerebral Palsy Association and Participation Industries. Elise tends to isolate herself, waiting for Brian to come home from work. Harmony In Action, a volunteer program which offers socialization through recreation such as bowling, dances and baseball, may help.

Bea sets up an evening appointment for herself, Sheila, Brian and Elise to discuss the SIL program.

We're off!



Bobby is a darling, blond three-year-old, wearing a baby-blue handknit sweater. He's enthusiastically creating a masterpiece on the crafts table at the St. Clair College Nursery School. He is not aware of anyone watching from behind a one-way window of the observation booth used by early childhood education students for learning purposes. A sensitive microphone system picks up the laughs, screams and chatter of 15 children and two teachers.

Bobby is not mentally retarded; he's diagnosed "delayed." His cognitive and fine-motor skills and speech are "behind."

Bobby's case is an exception but there are no other services for him at the present time, so we're providing support to the family on a short-term basis until other services are in place. Perhaps the Child's Place for children with emotional disturbances or learning disabilities will be the best place for Bobby, Bea suggests.

Bobby is finished playing crafts and takes a toy from another boy who immediately rebels. Bobby bites him. The teacher lectures Bobby, who then runs away to gaze out of a window. He sits down to read, then throws the book at a little girl. The teacher lectures him again for a longer time and reads to Bobby to calm him.

"Did you see what is happening?" Bea asks. "He's getting too much staff attention for the behaviour. It's a lot easier to see what's happening when you're observing. When you're the one doing it, you're only trying to do the right thing."

Teacher Ann brings Bobby's charts, which separately graph kicking, screaming, tantrums and so on. Bea explains that it takes time to develop an effective program: "We set up things we can try for a week until we hit upon something that works. Sometimes you can just alter the environment."

"It's complicated, especially in a nursery school setting. We have to abide by the Child and Family Services Act, rules of the nursery school and our own strict behaviour modification guidelines. It's much easier at home. The parents are in charge and they're usually open to try more things."

Bea visits Bobby's parents once a week. Today, she arranges to return to the school to discuss what she observed and to watch Bobby at rest time. That's when the real fuss arises.



◀ Sheila helps Elis follow specially-designed recipes

On the top floor of a six-storey modern office building in downtown Windsor—in fact, smack in the middle of Windsor Square surrounded by courthouses, City Hall and the police station—the Windsor Team touches base at the ministry's Area Office. Two team programmers, a psychologist and five social workers pick up messages, discuss cases and fill out forms. "I have to book time just to do the paperwork," Bea admits. There's also a team manager, Terry Monk, and three secretaries.

A group discusses their concerns about a possible placement in the Behaviour Modification Unit at SRC. Afterwards, Bea picks up her messages and notes.

We're off!

Dario is an affectionate, playful four-year-old who loves his mother and life. It is not obvious he is developmentally delayed. Dario's only serious problems at this time are with toilet training and language skills. To improve his speech, in the mornings Dario attends an integrated nursery school.

Mom is given an easy-to-follow booklet on tips for toilet training and ensures she is keeping a record of Dario's daily progress. Bea asks a list of questions to reinforce Mom's confidence in handling the problem.

"Most people are so thankful someone has come to help. They're

very receptive, especially if you can make a difference the first couple of visits there."

Dario hates to get dressed in the morning. Bea will return at 7 a.m. to help determine why.

We're off!

Stomachs are growling. It's 1300 hours—as government workers say. McDonald's! "I go through drive-throughs a lot. You're by yourself, so... Sometimes I try to meet someone for lunch but people in the office are going here, there, everywhere."

Her compact car becomes a big garbage can as Bea practises her finesse at steering through city traffic with a cold pop between her legs and a Big Mac about to drip down her sleeve.

"Detour." Oh, great! And no arrows to indicate which way to go. Of course we choose the wrong route, and we're late for the next appointment.

David, a cute stocky boy, snores softly as Ann, a special services worker, rubs his belly. The three-year-old has a cold. "I'm not able to do a lot. He's either been sleeping or sick," Ann says. She recently started the in-home program for David, 10 hours a week.

David contacted meningitis at the age of two weeks, leaving him blind, very low functioning and mildly



▼ *Dario likes to stay close to Mom.*



self-injurious. He requires a great amount of sensory stimulation, such as walks in his stroller or a swim in the neighbour's pool on summer days.

"Be careful. Near the end of the two hours, leave him alone for a while," Bea advises Ann. "Or it's hard on the family after he's been given so much attention."

Bea advises the worker how to fill in her reports and to write up a stimulation program. She must also arrange for physiotherapy for David.

"I'm really a monitor," Bea explains. "I supervise nine workers who provide Special Services at Home. They work on a contract basis for other agencies, but the contracts are approved by our office. A monitor develops a program and reviews the progress, ensuring that the goals of the contract are met."

Special Services at Home is offered to people under 18 years of age but may be extended up to their 22nd birthday. It is basically developmental programming: communication, skill building, behaviour, physiotherapy, exercise and stimulation. Not every child is involved, she adds.

"Some parents don't want someone in their home. They believe they can handle it on their own, and many do very well. A lot of it is just privacy, or they're concerned their

children are responding better to a worker than to them. It gets pretty threatening sometimes."

A "mediator model" approach is used: A program is developed and then taught to the parents, guardians, care givers and school teachers.

David is an only child and mother is expecting another arrival in the fall. He'll be getting too heavy for her to carry and she'll need more help after the baby is born. Father is building a ramp so David can be put on the school bus more easily.

"Would you like some relief on weekends to go shopping or for the two of you to spend some time alone together?" Bea asks. Mother declines.

"What about arrangements for while you're having the baby? Have you thought about the Essex Children's Residence?"

"No, I'm not crazy about the idea," mother says. "I'll get someone in the family."

David is non-verbal and his parents attend special communications classes at Sun Parlor Nursery through the Children's Rehabilitation Centre. The school, operated by the Essex County Association for

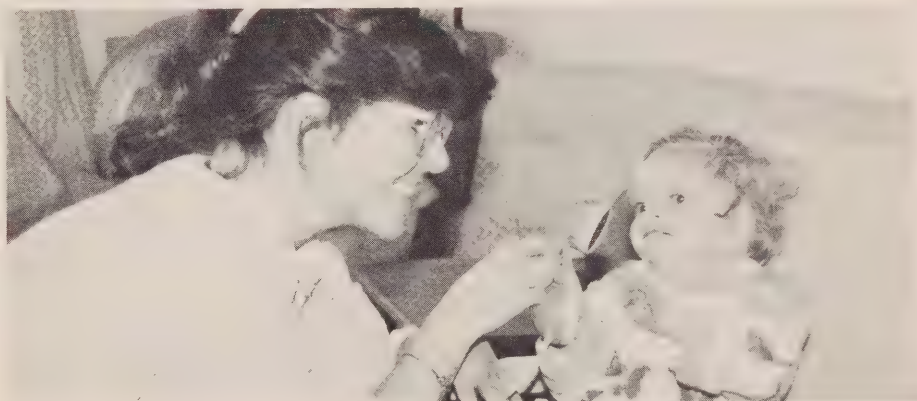
non-ambulatory and multi-handicapped. The residence is an attractive brick house with a large kitchen, carpeting, a fireplace, lively mobiles hanging from the ceilings and colourful murals painted on the walls. There are two "relief" beds, usually occupied on weekends by children of parents who need a rest from the many demands placed upon them.

Donna McKrow, director of Children's Services for the Essex County Association for the Mentally Retarded, is there to meet with Bea and the counsellors who work at the residence. The group assembles in an upstairs meeting room to discuss behaviour techniques for two of the residents. The Sun Parlor School is also asking how they can help in the two individuals' programs.

"Schools have their own psychologists and their own programs," Bea notes. "We can let them know what we're doing at home, what works, and listen to what they have to suggest."

The meeting is over in an hour and Bea visits each child to say "Hi" before heading back home to Comber.

It's 5 p.m. Bea is exhausted; she's



*Carrie Valade, supervisor of the Essex Children's Residence, plays with Jenny.*

the Mentally Retarded, has five students who each attend three days a week. Because many children have been integrated into nursery schools that are close to home, the enrollment at Sun Parlor Nursery has decreased in recent months.

"Most parents want to keep their kids at home with the right supports, or at least close to home. But with behavioural problems and everything else, sometimes there comes a point when they can't handle it any more," Bea observes.

The Essex Children's Residence, Bea's next stop, is home for five youngsters who are non-verbal,

driven almost 200 kilometres.

Memories of adorable, innocent faces, smiles of accomplishment and bonds of love stronger than the weight of life's unfairness are not easily forgotten.

Our goal of returning the developmentally handicapped back to a community with open arms of acceptance and strong arms of support is the weight upon our shoulders—as workers in the Ministry of Community and Social Services, as human beings in a world of people. ●

*Joan Eastman is an information officer at Southwestern Regional Centre, near Blenheim.*



# All in the family



*A place of one's own  
through Familyhome*

Story and photos by  
Prudence Whiddington

**"F**or sure, Vicki will come with us; she's part of the family!"

To their grown family of three sons and five daughters, Wilma and Martin Roefs have added a younger family member. In her early twenties, Vicki has been with the Roefs on their farm just outside Mount Forest since November 1986, through the Familyhome program.

In many parts of the ministry's Southwest Region, the Familyhome program is operated by staff from Midwestern Regional Centre. They provide 24-hour back-up and support for the 21 Familyhomes throughout the area where 34 clients from the Centre and the community live.

"By March, we expect as many as 55 people will have been placed," said Joan Shellnutt, Familyhome supervisor at Midwestern, when she was interviewed last fall.

Familyhomes are carefully selected private homes, where adult developmentally handicapped clients live as members of the family. Clients are given love, attention and training by Familyhome providers and their families, which enables them to become as independent as possible.

A first step in becoming a Familyhome provider is to complete the comprehensive, nine-page application, worded with professional insight yet with courtesy. Prior to approval, fire and health inspection of the house are made, and these are continued annually.

Once a family (which may consist of a single parent) is accepted as a Familyhome provider, a very careful match with a client is made. The client visits the home a number of times, and stays overnight to see whether the match might be successful.



*Beatrice and Cleason Snyder of Hanover with Steven, the younger of the two men who live at home with them through the Familyhome program.*

Staff in the program know that "to make haste slowly" is the only sure way to bring clients and providers together, and to help keep them together.

Families who feel they cannot offer full-time care may become relief providers, in that way allowing a long-term provider to take a break or a vacation.

"But not all our providers seem to want a break," Joan says. "We had a call last fall from a provider asking if she and her husband could take their client family member to Denmark to visit relatives. We looked into it—and sure, it got arranged all right!"

At the Roefs', Vicki's good friend is Mary, one of the providers' daughters. Mary, who has Down's syndrome, is just a few years older than Vicki. Both young women are looking forward to attending the forthcoming marriage of the youngest Roefs son.

Vicki understand about weddings; she points happily and with insistence to a wedding photograph in the Roefs' family album. Though Vicki does have a pretty dress to wear for the occasion, Mary has a more difficult figure to fit—so Wilma says they'll both wear comfortable pants, with attractive tops. "Then they'll keep each other com-



pany in the way they look," she says.

At lunch time, Vicki has difficulty opening a package of cookies. Seeing her problem, Mary takes the package from her and helpfully tears the cellophane before handing it back. Vicki (she is non-verbal, though she does make vocal sounds) then taps her friend on the shoulder, smiles, and signs "thank you" by making an oval shape with the thumb and finger of one hand.

Vicki attends the North Wellington Developmental program in Mount Forest each day. As she leaves, Martin Roefs reminds her: "Don't forget your book, now."

Vicki's "communication book" goes with her to and from the program. By writing in it each day, the instructors and the Roefs let each other know about her progress.

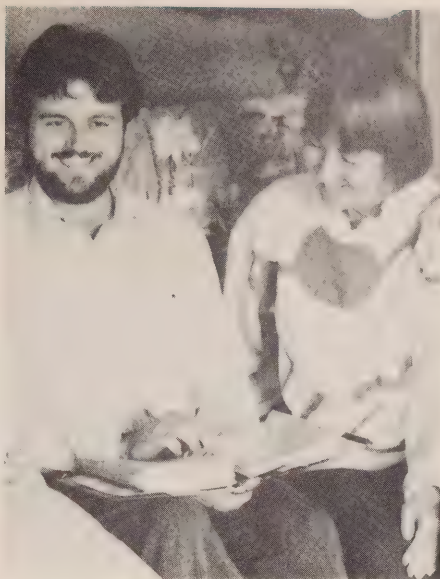
A neighbour provides transportation in the morning and evening, a service paid for by the Familyhome program. "That's a good example of the program's flexibility," says Joan Shellnutt. "Thanks to the supportive attitude of ministry management, we find we can very often turn a situation—this time, the distance from the Roefs' farm to Mount Forest—so that it works well for the client and for the Familyhome provider."

Although she does not say words, Vicki recognizes friends with pleasure and with much pointing and waving. She takes obvious satisfaction in her achievements at the Mount Forest program: after mastering the skill of rug-hooking, she is hooking a rosy apple design with a smiling face to hang on the wall of Wilma and Martin's house.

At the day program, Joan introduces Paul, who is learning about colours and patterns. He has been in a Familyhome for nearly three years. Tracy and Clark, the providers, are about to take a second young man into their home.

"Sometimes, Familyhome seems to run in the family!" Joan says. "Tracy's parents have been Familyhome providers for six years. And Tracy's grandmother has been a provider for Huronia Regional Centre."

"**M**rs. B. and Mr. C." is how Kent often refers to Beatrice and Cleason Snyder, his Familyhome providers in Hanover. Aged 55, and confined increasingly to his wheelchair because of a displaced hip joint,



*Two of the people who belong to Midwestern Regional Centre's Familyhome team: social worker Maurice Voisin and Familyhome supervisor Joan Shellnutt.*

Kent has lived with them for two years.

The Snyders' house is geared to wheelchairs. Twenty years ago, Cleason became a quadriplegic as the result of a car accident. The wide doorways and corridors of the Snyders' home—also the elevator, which was designed by Cleason himself—allow both men to move about as freely as possible.

"Cleason's room is here," says Beatrice, pointing to a cosy bedroom in the basement, which doubles as a hobby room with its radio and electrical equipment. "He comes whizzing the length of the house and up in the elevator in no time," she says.

"We moved Kent into Cleason's old room, upstairs, so he'd be right next to the washroom," she continues. "When he first came to us, we had some problems—and it was difficult, with the carpets, you know. But we all persevered, and Kent can go out anywhere, now."

Cleason and Beatrice have a second Familyhome son, Steven, who came to them in November 1986. At 23, Steven does best in a quiet environment, either working on his own or learning one-to-one with an instructor or one of his Familyhome family.

At the Life Skills program in Walkerton, where he is one of eight clients learning pre-vocational and social skills, Steven knows how to package small goods, and has learned to count up to six on the computer.

Social skills, along with planning

meals and purchasing, are reinforced by Beatrice. Steven enjoys accompanying her to local stores and helping her select and carry the groceries.

In the spring of 1987, Steven visited his natural parents. They are proud of the progress their son has made, and support with admiration the positive effects the Snyders have had on their eldest son.



*At the North Wellington Developmental program in Mount Forest, Vicki works at learning the differences between colours.*

The Snyders' own large family of five sons and two daughters—"with seven grandchildren, two more on the way" as Beatrice puts it—now live independently.

But Beatrice Snyder, continuing a lifetime of sharing and caring, well understands herself and her priorities. She says: "Familyhome has given me back my family." ●

*Prudence Whiddington is a writer in the MCSS Communications and Marketing Branch.*



# A day with the directors

*The Waterloo Area Office puts strategic plans into action.*

by Laura Johnston

Billed as a day to provide "enlightened leadership" to nearly 200 directors of transfer payment agencies in the geographic scope of the ministry's Waterloo Area Office, a one-day conference, "Putting Strategic Planning into Action" was held last October, in Waterloo.

All agency directors, from child care centres to homes for the aged, participated in what area manager Marilyn Stephenson described as a day of "effective planning," the first time such an event was organized in more than a decade.

Many issues were raised by the group of service providers: dealing with government hierarchy, working with a variety of government agencies, coping with poor and unclear communication, maintaining a trust level between government officials and agency leaders, and handling frustrations about providing the best service.

Bruce Alexander, who was assistant deputy minister of Operations at the time, agreed with many of these issues and said that proper management is vital in resolving these concerns.

"Management, in my opinion," Bruce said, "is only important if it enhances the human element." He elaborated by saying that management must make employees feel good about themselves. People employed in social services suffer from a perception that their roles in the community are less important than the people employed in the financial institutions on Bay Street. Bruce articulated the ministry's position that dollars spent on social services are invested dollars that maintain the stability of communities. "We are as important to business as any other supplier is to business," he said. (Bruce left the ministry to become chief operating officer of Fraser and Beatty, one of Canada's largest law firms, at the end of November—*Ed.*)

Murray Hamilton, director of the Accountability Project and Agency Relations, said that MCSS "must provide a definite structure for our executive directors" and agreed



Dave Rudan

*Murray Hamilton describes the Accountability and Agency Relations project he directs to transfer-payment agency executives and ministry staff, during the Waterloo Area Office conference last October.*

that an inter-ministry training plan for those agencies receiving funding from various sources "bears looking at."

A high level of trust and understanding, clearer legislation, more communication and greater involvement are part of the Waterloo Area Office's strategic plans, Murray indicated. The ministry will take the role of supporter, not dictator, in working with boards of directors, he added.

The area of Family Support, programs that deal with issues such as family violence, emergency shelters, and homelessness, was one of six workshops available. Leader Vicki Bales, director of the ministry's Family Support Branch, said the ministry's direction is one of prevention and independence rather than one of merely assistance and dependence on the system.

The ministry must emphasize prevention of violence, development of economic independence and preservation of dignity for the victims of family violence, transients, and ex-psychiatric patients, she said.

It is vital, Vicki stressed, that the ministry encourage and support social independence as a means for these victims to have a safe and secure future.

"Counselling agencies have also discovered that if violence is not identified at intake, the wrong service is often provided," she added.

Vicki added that these issues are not "hard-sell topics."

"There is a consumer interest that should be tapped for input," she agreed, when agency directors pointed out that they found it important to involve the public in developing efficient and effective ways to provide their services.

But housing providers, whether they provide shelter homes or emergency hostels, experience their own type of difficulties, particularly in determining "eligibility" of residents and providing services to these people. And, of course, funding is a major problem since most agencies receive money from more than one provincial ministry, as well as from municipal governments.

In summary, Walt Chmiel, acting regional director in Southwest Region, stressed that the ministry and the agencies are "building on a partnership... during a time of massive movement within the government." MCSS must respond to changes in human resources, lifestyle expectations, information and technology advances, and the new demand for "accountability instead of benign acceptance," he added.

Communication, Walt concluded, will ease the pressure of taking risks when dealing with these new uncertainties. ●

*Laura Johnston works in Probation Services in the MCSS Waterloo Area Office.*



# Growth and development

by Joy Isaacs

Employment Equity is experiencing many changes and new directions. In an earlier statement made by the Honourable Robert F. Nixon a mandate was given for Employment Equity to focus on disabled persons, franco-phones, Native persons, racial minorities and women.

The prime objective is to change the occupational distribution of these designated groups and to solicit their full participation at all levels. Encouragement will be given to all employees to contribute their talents and skills toward personal and professional development.

Disabled persons would comprise a greater segment of the workforce if their recruitment is increased. The results of the recent "I Count" survey indicate the need to employ more people with disabilities. Job requirements are being assessed to maximize their opportunities and attract more applicants with disabilities from within and outside of the government. Improvements have already been made to provide proper accessible facilities and proposals are being accepted to institute technical changes and comfortable job supports for persons with varying disabilities. We anticipate more opportunities for their training and development which could eventually lead to promotions.

Since our ministry provides vocational rehabilitation and support to the citizens of this province, Employment Equity has ready access to a large group of talented and highly experienced professionals. In addition to our skilled internal resources and with the support of the Human Resources Secretariat and the Office for Disabled Persons, we will create and implement strong and innovative initiatives to encourage the gainful employment of this target group.

Francophones compose another important segment of our employees. According to the "I Count" survey, they have a low representation in Metro Toronto, but are mainly employed in northern and eastern Ontario. Initiatives will be developed to address this

concern, especially the effective utilization of employees with French language skills and the development of French proficiency among more employees, as the need arises.

Native Canadians comprise an alarmingly small percentage (1.9 per cent) of the Ontario government's labour force. Specific measures are being undertaken to identify the needs of these people and provide them with the necessary skills, training and developmental assignments which will qualify them for more positions. The staff of the Employment Equity Program will be liaising regularly with representatives from the Native Affairs Directorate, the specialists in Native Affairs from the Ministry of Citizenship and the Human Resources Secretariat in implementing a successful program. The ministry is fully committed to provide access to equal opportunity for all qualified native employees, while it continuously utilizes their talents and skills in the workplace.

Racial minorities are also a significant percentage of the government employees. This group constitutes people from other countries that could be broadly categorized as Black, East Asian, West Asian, South Asian, and others of mixed racial heritage. The new term "racial minorities" more accurately describes this target group because their members are not always easily identified as visibly different from the majority of Canadians.

This group forms 11.09 per cent of the provincial government's employees but they are mainly in the bargaining unit categories, with very few in management level positions. Analysis and assessment of needs for career planning will be determined and targets established for hiring and promoting members of racial minorities.

In this time of transition, women are still part of our primary focus

although they are now identifiable in various target groups. There is continued support for equal opportunity for advancement through Accelerated Career Development assignments such as secondments, temporary assignments and technical training.

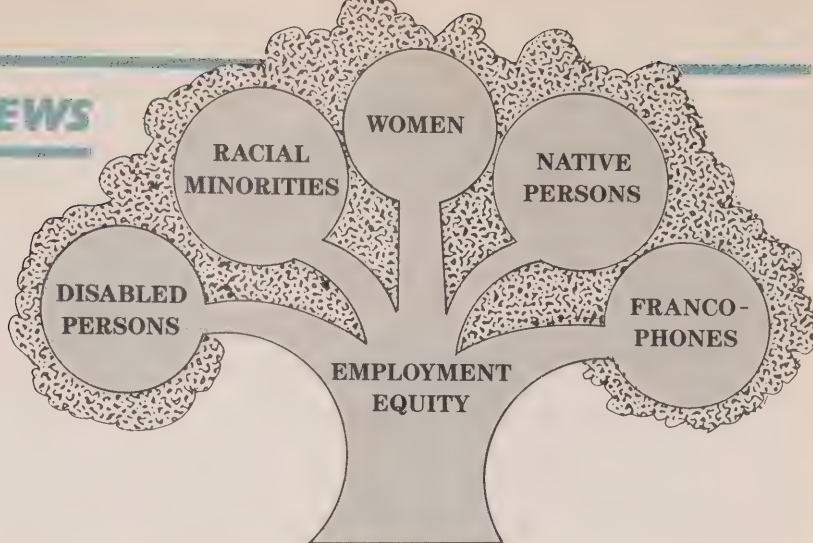
The Ontario Women's Directorate is a valuable source of information and provides guidance on policy direction for the status of women in this government. We continuously share our concerns with members of the other employment equity programs and participate on the Employment Equity for Women Council. Through our constant communication with these groups we are better able to identify barriers that prevent women from realizing their career goals.

We are raising awareness, addressing relevant issues and making positive steps toward employment equity.

This is an interesting challenge and will be accomplished through dedication and hard work. We are totally committed to this cause and are working faithfully for its realization. In our sincere effort to succeed with this mandate we have increased the number of our staff. The three new members who have joined us on secondments are Joy Isaacs and Carol Smith, both from Human Resources Branch, and Mary Daicopoulos from Capital and Administrative Services. These assignments will assist in developing their careers and also provide them with opportunities to share their multicultural knowledge.

As a strong team working together, we will strive to offer effective and equitable opportunities in employment for all employees. ●

*Joy Isaacs is on secondment to Employment Equity from the Human Resources Branch.*





### Anyone want to buy a paper suit?

**S**heltered workshops have come a long way in developing new products and consumer services, but who is going to buy them?

Creating public awareness is the reason why there's a ministry-supported agency called Northern Business Support Systems (NBSS), which sponsored "Motivation North '87," a two-day mini trade show in Sudbury last September.

"This is actually the fifth show in Ontario," explained Doug Goodbun, who has been seconded to Southwest Services Inc. and is working with marketing expert Dick Thompson. Motivation North, organized by Denis Gauthier, was the first show in the north and it gave 19 exhibitors an opportunity to show jobbers and retailers what they produce.

The ultimate aim of this marketing activity is to help vocational services for the handicapped expand and develop new business so that employees will be earning real wages, thus reducing their dependency on income maintenance.

Under the name CanCraft Creations, Denis represents a number of workshops by featuring their products at major trade events such as the Gift Show in Toronto. Denis is a consultant to workshops in the



Dave Rudan

*That suit is made of genuine, 100 per cent paper, says Doug Goodbun, left, to Dick Rivard, the ministry's Sudbury area manager. Doug, from the Southwest Region, is on secondment to Southwest Services Inc., a marketing agency funded by the ministry.*

north, offering them tips on production and marketing. Pointing to a "Teddy Bear" shelf and coat hanger for a child's bedroom, he said that the item used to be a wall plaque that never sold. He suggested adding the shelf and peg and now merchants are interested in handling the item.

Disposable coveralls made of paper are another new item, produced by the Sarnia and District

Association for the Mentally Retarded through their Wawanosh Industries. Selling for about \$3.50 each, the white suits are used in the chemical industry and laboratories.

"They can't keep up to the demand," said Doug Goodbun, who keeps one of the paper suits in his car in case he has to change a flat tire.

**Dave Rudan**

*MCSS Communications and Marketing Branch*



Robert A. Miller

### Just clowning around

Community and Social Services was the host ministry for the 1987 United Way campaign. Helping to kick off the campaign last fall were (front, left to right) Sandra Adams, Employment Equity; Nadine Anthony-Ferguson, Purchasing; Bernie Mestancik, Communications; Wendy Fester, Purchasing; Debbie Adamson, Communications; (back) Frank Fecteau, Communications. Betty Field of the Central Region office was co-ordinator of the province-wide campaign.



Courtesy London Psychiatric Hospital

### Winners for United Way

For the second year in a row, staff from the ministry's London Detention Centre for Youth defeated staff from the London Psychiatric Hospital in a game of basketball. This year the score was 40-28 for the Detention Centre team, but the big winner was the United Way, which received nearly \$1,000 through pledges for the two games from the staff of each centre.



## A royal audience

Who among our readers can claim to have met personally with "royalty"? Most of us would never entertain such thoughts, nor did Maureen and Henry Duncan of the ministry's Oxford Regional Centre, in Woodstock. But now they have indeed the memories of meeting face to face with royalty, not just in a brief encounter, but as active participants in a very historic and regal event. The event, the official opening last July of the head office for a major bank in Scotland, was attended by Her Majesty Queen Elizabeth II and the Duke of Edinburgh.

Henry, who is unit director of Pine Grove Unit, has been employed at Oxford Regional Centre for about 15 years. His wife Maureen, who has been working at the Centre for eight years, currently manages a vocational workshop at Welford Place Mall.

In explaining how the invitation for him and his wife to attend this function came about, Henry related how his ancestor, also named Henry Duncan, started the first modern savings bank near Duffus, Scotland, back in the year 1810. Ironically, although his great-great-great-grandfather was an author, journalist, archeologist and helped abolish the slave trade in Europe, he actually died a poor man. As a direct descendant and namesake of the founder of the bank, Henry was invited to be an honoured guest at the function and this included being presented to the Queen. He was provided with an itinerary for a three-day excursion with all expenses paid.

And so on June 30, 1987, Maureen and Henry departed from Pearson International Airport—destination Prestwick, Scotland. There they were greeted by a uniformed chauffeur and whisked away by Jaguar to a posh hotel suite in Edinburgh. Provided with the constant service of the chauffeur and vehicle and an unlimited hotel expense account, they savoured the luxurious life of the very rich and famous.

When asked how they prepared themselves for an audience with the Queen, Henry and Maureen explained that prior to leaving Woodstock, they had received a list of do's and don'ts—protocol. For example, they were told never to turn their back to the Queen; wait for her to speak or



Talk about "Thrill of a Lifetime"—Henry and Maureen Duncan of Oxford Regional Centre meet the Queen in Edinburgh.

extend her hand first; leave gloves on except to eat; and address her as "Your Majesty." Hats and gloves were optional, however dresses for the ladies and dark suits for the men were recommended. A "protocol officer" provided final instructions in the fine art of curtsying, where to stand and what to say when presented to the royal couple.

Henry said he "will never forget the feeling of terror, awe and excitement" which came over him when he first laid eyes on the Queen and was acutely aware that she was being directed toward him. Maureen, described by Henry as the calmer of the two, said she "just couldn't believe it was really happening!" Once she was face to face, she was "struck with the Queen's flawless complexion... She is a very beautiful lady."

After the formal ceremony, a few

privileged guests from the head table joined the royal couple for a less formal chat and pre-luncheon cocktails. Talk about "Thrill of a Lifetime," as the Woodstock couple mingled and casually talked with the Queen and Prince Philip—as well as with the many other honoured guests. Henry said he talked about the royal yacht, about Prince Edward's visit to Prince Edward Island and about various places in Canada. Maureen said the ladies were very warm and included her as if she were an old friend.

Henry carried letters which his ancestor had written to members of the government of the day, to be included in the Henry Duncan Museum. He also relayed letters from Prime Minister Brian Mulroney. ●

**Joanne Bell**

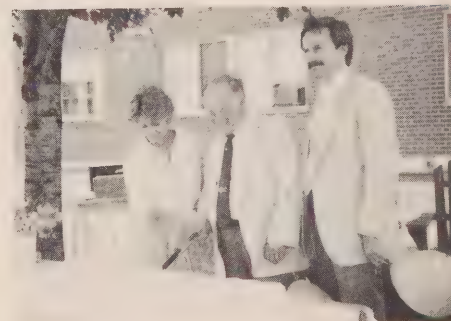
Oxford Regional Centre, Woodstock

## D'Arcy Place throws a birthday party

The year 1987 was the town of Cobourg's 150th birthday. Throughout the year, a great many events were planned by town officials. One such event included the presence of the Duke and Duchess of York.

To contribute to the gaiety and maintain the ongoing involvement of D'Arcy Place Centre in community activities, the Centre threw a party on July 22. In attendance were residents, families, volunteers and staff, as well as the mayor of Cobourg. The barbecue fed approximately 300 people. Our administrator, Dennis Ferenc (who is now acting area manager in the ministry's Kingston office), and the mayor, Angus Read, arrived by horse and carriage led by a lone piper.

Entertainment for the evening was provided by a country band



Sharon Lepp

From left: Jane Smullin, Cobourg mayor Angus Read, and Dennis Ferenc, then D'Arcy Place administrator.

which volunteers regularly at the Centre.

D'Arcy Place residents enjoyed a beautiful festive day in celebration of Cobourg's sesquicentennial. ●

**Jane Smullin**

D'Arcy Place Centre, Cobourg



## Hamilton Breakaway

In keeping with effective Human Resources planning in the Hamilton Area, 100 income maintenance program staff from Direct Services (Adults) attended a Breakaway (professional development) session in Niagara Falls last summer. The theme was "Changing Times—A Time For Change."

The Breakaway was a welcome change from the office routine and a much needed "time-out" to catch up, examine and evaluate some of the changes and issues affecting income maintenance.

Staff were welcomed to the Breakaway by David Vice, manager of Direct Services (Adults), who introduced the first speaker, Tatiana Benzaqueen, a member of the consultation team for the Social Assistance Review Committee (SARC). She provided an informative review of the SARC process and some of the findings. The message was quite clear that we can most certainly expect changes to the present system in the future, should the proposals contained in the report be accepted. Staff appreciated the presentation as it has better prepared them to face the anticipated changes.

The next session, on AIDS, was presented by Dr. Del Harnish, assistant professor at McMaster University, who is actively involved in AIDS research. As some staff have already had contact with clients suffering from AIDS, Dr. Harnish's electrifying presentation was well received.

Archie McKay, co-ordinator of Staff Training and Development for our ministry, made an excellent presentation on "interviewing skills." The presentation encompassed good, common-sense advice about getting the most out of an interview, as well as helpful pointers on dealing with irate or aggressive clients.

Having a good grasp of "stress management" is an important survival technique which cannot help but improve one's performance on the job. George Koblyk, professor of psychology at Mohawk College, led the participants through various methods of stress management and relaxation techniques.

On the second day Don Cornish, Hamilton area manager, welcomed

and introduced Bruce Alexander, who was then assistant deputy of Operations. Bruce stressed that when morale is up, productivity is heightened and quality of service rises proportionately; and that an investment in human resource development is never wasted, but rather pays great dividends to all concerned—labour, management, client, and taxpayer.

He assured the audience that the ministry recognizes personnel as its greatest resource and that it intends to focus greater attention on the nurturing of that resource in the future.

Last but not least, in keeping with the theme, Warner Montgomery, president of Folkarten International-

al Inc. made a presentation on the "fear of change." The presentation ended on a light note when a skunk the size of a man wandered in the back door of the conference room and produced a guitar. Staff were divided into groups of three who composed and performed their own humorous ditties about Income Maintenance work, accompanied by the skunk on the guitar.

Breakaway participants returned to their offices feeling relaxed and revitalized, armed with a renewed sense of purpose and a clearer insight into some of the issues creating changes in their jobs. ●

**Theresa Hawley**  
Hamilton Area Office

## Giving credit where it's due



Dave Rudan

Staff recognition is high on the ministry's list of priorities and last September, Waterloo Area Office held its first staff recognition banquet. Assistant Deputy Minister Bruce Alexander, right, presented 25-year service plaques to Bea Apps and Dave Waters (holding plaques). Walter Chmiel, acting regional director, left, presented gifts to staff with 15 to 19 years of service and area manager Marilyn Stephenson, centre, hosted the event.

"We believe in recognizing the efforts and achievements of each other," said Marilyn Stephenson to 89 staff of the Waterloo Area Office during a dinner in Guelph last September 15.

The area manager was quoting from a Human Resources document as she welcomed the audience to Waterloo's first annual staff recognition banquet. The event was planned not only to recognize those with 25 years of service, but all staff with five years or more in the civil service.

"We tend to recognize people we work for rather than ourselves. Our dedication to others takes precedence," said Bruce Alexander, then assistant deputy minister of Operations. Bruce presented 25-year plaques to Bea Apps and David Waters. Inez Noguchi was recognized for her 28 years with the Ontario government.

Walter Chmiel, acting regional director of Southwest Region, noted that the award recipients had a total of 943 years of service to the Ontario public. ●

**Dave Rudan**



# So...you want to meet the media?

by Jane E. Greer

**RECEPTIONIST:** "Good afternoon, Ministry of Community and Social Services."

**REPORTER:** "This is Harold Jones from the *Mid-Algonia Tribune*. Can you tell me what is happening at The Cherry Blossom Home for the Aged? Apparently..."

**RECEPTIONIST:** "Just a moment sir," interrupts the slightly nervous voice of the now not-so-cool receptionist, as she pushes the hold button and begins her quest to locate someone who can and will speak with the reporter.

**RECEPTIONIST:** "I'm sorry sir, but the person you should be speaking to is in a meeting. Would you care to leave a message?"

**REPORTER:** "Well, I'm on a deadline. I can't wait and have to speak with someone," harasses the reporter. "Isn't there anyone around who knows what is going on?"

This used to be a familiar scenario and one that placed the ministry and staff, especially the receptionist, in an uncomfortable no-win situation.

Only a few years ago many ministry staff didn't know how to communicate to reporters and didn't want to risk the chance of having their comments reported in an unfavourable way.

To help improve the situation, the ministry's Communications branch has presented media awareness and training programs for ministry people in more than 10 locations around the province. A substantial number of transfer-payment agency staff have also participated in and benefited from the sessions.

Among the practical advice that has been given freely by media experts in attendance is the value of being pro-active rather than reactive. Most experts have agreed that the ministry should reach out to control the situation rather than the damage. Staff who are continuously in meetings that last for days, those who don't return calls or are unavailable for comment help breed hostility between the ministry and the media.

The ministry, through informed and responsive staff, has the ability and the obligation to be accountable to the public, and to speak to that public through the media. Staff have the opportunity to deliver information (the ministry's side of the story) to the media and at least obtain a fair and honest account of the situation.

During a 1987 session, the London-area media shared information on their definition of news, deadlines and who to contact with news information.

George Clark of CFPL-TV defined news as "anything that's new and different, old and wonderful or breaks at the moment."

Generally, the media agreed that they are time constricted, need to talk to the most knowledgeable person immediately and seek information on how an announcement will affect the listeners and readers in their area.

"We don't want to go on the air with a one-sided story which may cause damage," said Clark. "But we need a response."

In a role-playing situation, program supervisor Jim Hignett demonstrated his prowess in responding to close questioning on a sensitive issue by a radio reporter.

Jim took complete control of the interview by maneuvering the reporter to a response mode. The reporter appeared flabbergasted and overwhelmed by his responses to the questions. After the role-playing, the student reporter, Heather Kok, said that she had lost control of the interview because Jim was asking the questions *and* giving the answers, and told her only what he wanted and not what she was after. The reporter cautioned that would never happen to her again.

"I had role-playing experience from a Ministry of Housing training program a few years ago," said Hignett. "Then I had the chance to choose my subject and prepare a week before the interview. The London situation was different, the role playing interview took place with no warning... In real life, that's what you get," he said. ●

*Jane E. Greer is a communications co-ordinator in the MCSS Communications and Marketing Branch.*



## Human Resources gets together

Ministry staff who work in Human Resources and related areas got together last November in Collingwood to discuss how the ministry's new Human Resources plan will be implemented. About 180 people attended from around the province, from all regions and main office.

Finance and Administration ADM John Burkus was among the presenters, along with others such as Timo Hytonen, director of Human Resources Planning and Program Design, and Mary Thelander, director of Human Resources Management and Staff Development. It was a good opportunity for HR staff to get to know each other better and to do some collective brainstorming on the important tasks ahead, as the new Human Resources plan is implemented throughout the ministry.

## Quarter Century Club



Last fall, the North Regional Office hosted a banquet in Sudbury to honour three North Central Area staff members in recognition of 25 years of service. Left to right: Dick Rivard, area manager; Dennis Ockenden, CIMS co-ordinator; regional director John Rabeau, who presented the plaques; and Marv Streich, program supervisor— income maintenance.



## New faces in French services

**R**éjean Nadeau brings many years of ministry experience to his new appointment as MCSS French Language Services co-ordinator. He comes to Toronto from the North Region office in Sault Ste. Marie.

As co-ordinator of French Language Services, Réjean's main responsibility will be to oversee the implementation of the French Language Services Act. However, he does not see this as being the task of a sole ministry official. "Effective delivery of all our programs is best achieved by a co-ordinated effort of all members of the ministry workforce. Implementation of the French language component of service delivery will not be an exception to this principle."

Réjean first joined MCSS in 1973 as a probation officer in the Ottawa area. From 1974 to 1979 he was deputy superintendent of Cecil Facer Youth Centre, Sudbury.

In 1979, Réjean accepted a program supervisor position in the Timmins Office. From 1980 to 1982 he was regional co-ordinator of French Language Services for North Region. He later became a planning officer for North Region and manager of the planning and support services unit in Sault Ste. Marie.

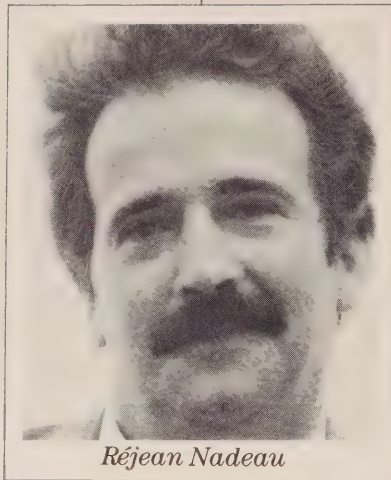
Réjean returned to Cecil Facer Youth Centre in 1986 as administrator; in this capacity, he negotiated the institution's transfer to the Ministry of Correctional Services in March 1987. During this time he also had managerial responsibility for the Regional Native Services Unit for North Region.

**R**aymond Fournier, regional co-ordinator for French Language Services in the Southwest Region since last August, joins MCSS after seven years as an officer with the Official Languages and Multiculturalism Branch of the Secretary of State.

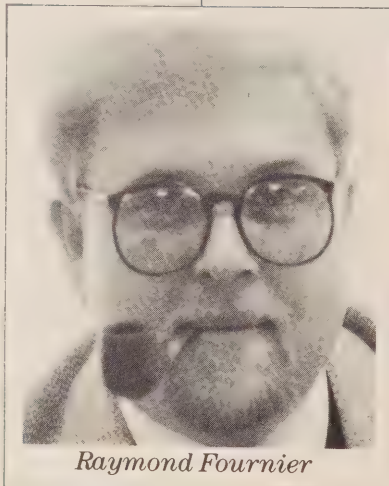
A native of Kapuskasing, Raymond studied at the University of Ottawa and St. Paul's University. Raymond is multilingual—as well as French and English, he speaks Italian and Chinese (Mandarin).

His linguistic skills and practical experience in the multicultural field will allow him to assess and understand the needs of the population serviced by the ministry offices in the Southwest Region.

Raymond serves as a resource person for several community groups. In his spare moments, he likes to cook up a fine meal or practise on his clarinet. ●



*Réjean Nadeau*



*Raymond Fournier*

## De nouveaux visages aux services en français

**R**éjean Nadeau, nouveau coordonnateur des services en français, n'en est pas à ses premiers débuts au Ministère. De fait, il y a fait son entrée en 1973 comme agent de probation dans la région d'Ottawa. De 1974 à 1979, il a été administrateur adjoint de l'établissement pour jeunes contrevenants Cecil Facer.

Il a ensuite accepté un poste de superviseur de programmes au bureau de Timmins. De 1980 à 1982, il a été coordonnateur régional des services en français pour ensuite devenir agent de planification pour la région du nord. En 1984, il devenait chef de service de la section de planification et de soutien pour cette même région.

Réjean est revenu à l'établissement Cecil Facer en 1986 en tant qu'administrateur et a négocié le transfert de cet établissement au Ministère des Services correctionnels en mars 1987. Pendant cette période, il était également responsable des services aux autochtones pour la région du nord.

Réjean quitte le bureau régional du nord pour venir s'établir à Toronto.

Il amène avec lui une bonne connaissance des particularités régionales de l'Ontario et du fonctionnement des établissements du Ministère.

En tant que coordonnateur des services en français, Réjean s'occupera principalement de la mise en oeuvre de la Loi sur les services en français. Selon lui, ce travail ne peut être accompli par un seul fonctionnaire du Ministère.

"C'est par l'effort coordonné de tous ses employés que le Ministère est le mieux en mesure d'assurer une présentation efficace de tous ses programmes. Le développement du volet francophone des services ne fera pas exception à ce principe."

**R**aymond Fournier, le nouveau coordonnateur régional des services en français pour la région du sud-ouest depuis le mois d'août dernier, vient au Ministère après sept années au Secrétariat d'État où il oeuvrait aux Programmes de langues officielles et du multiculturalisme.

Originaire de Kapuskasing au nord de la province, il fit ses études à l'Université d'Ottawa et à l'Université St-Paul.

Raymond possède non seulement le français et l'anglais, mais connaît également l'italien et le chinois (mandarin). Tenant compte de ses connaissances linguistiques et de son expérience pratique en multiculturalisme,

il est donc en mesure de bien saisir et de comprendre la réalité des gens desservis par les bureaux de sa région.

En plus de servir de personne ressource à plusieurs groupes communautaires, il nous dit se retrouver dans la cuisine dans ses moments libres ou à la musique avec sa clarinette. ●

**Ghislaine Denault**

MCSS French Language Services / Agent de projets spéciaux au bureau des Services en français du Ministère



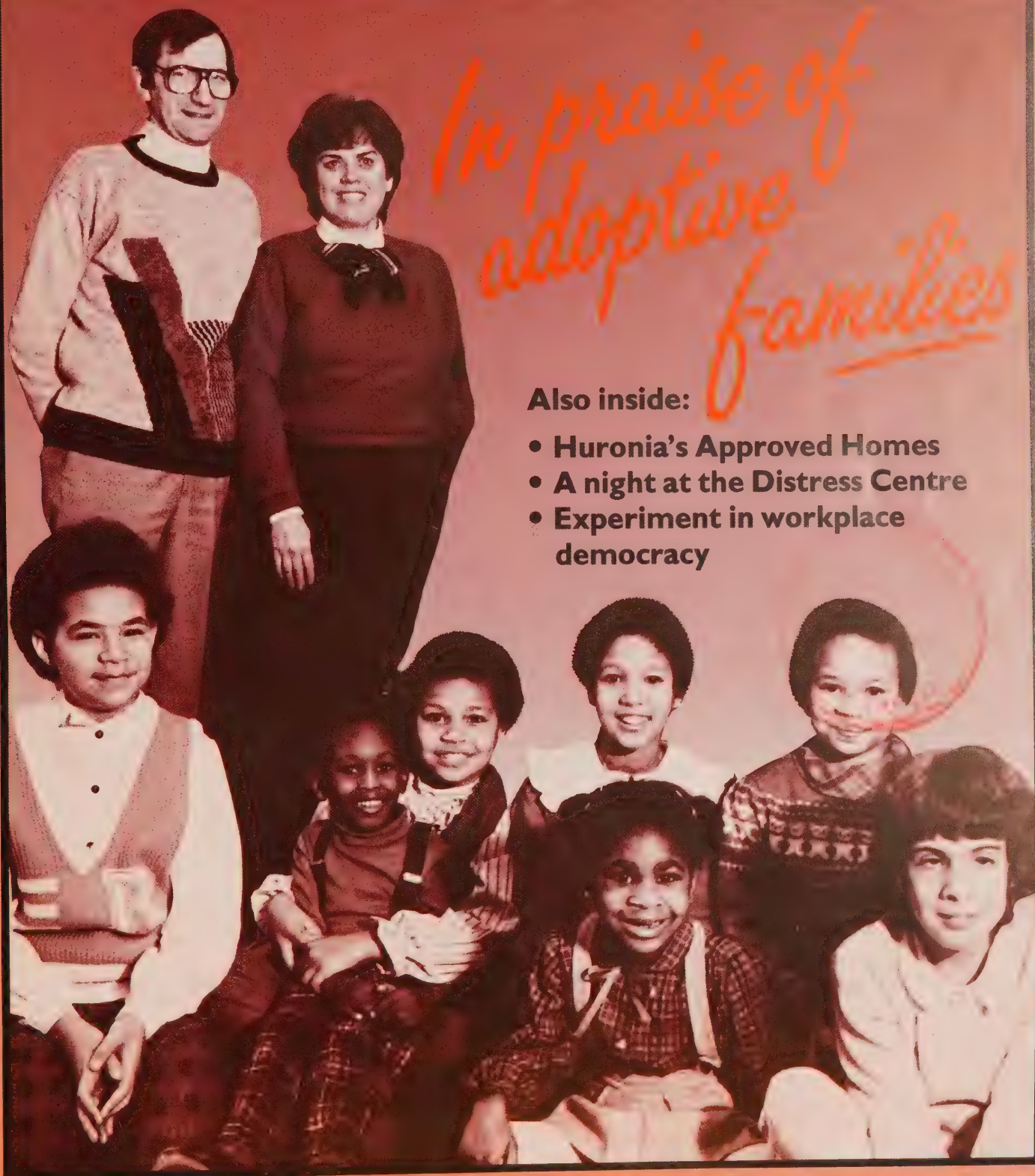
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# Dialogue

*In praise of  
adoptive  
families*

**Also inside:**

- Huronia's Approved Homes
- A night at the Distress Centre
- Experiment in workplace democracy





# Ontario



Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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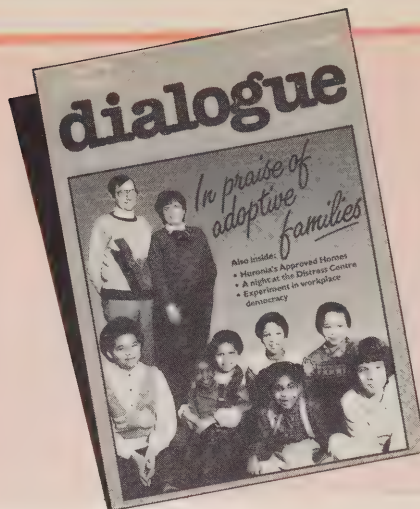
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**COVER:** Cathy and Bruce Adlam of Brampton, with seven of their 10 children. Nine of their kids are adopted. In this issue, Judith Adams describes the determination shown by people who wish to adopt a child—some of them drive more than a thousand kilometres to attend the twice-yearly Adoption Resource Exchange Conference held at Queen's Park in Toronto. See page 4 for the story. Cover photo by Richard Cole.

## Seeking advice on children's services

In February, Minister John Sweeney announced that Dr. Colin Maloney, executive director of the Catholic Children's Aid Society of Metro Toronto, had agreed to head a new advisory committee on children's services. The committee will provide advice to the ministry on short- and long-term strategies to help meet the needs of vulnerable children and shape responsive services in Ontario.

Mr. Sweeney noted that the ministry has begun to examine current services and issues such as chronic runaways, the foster care system, and the permanency planning process for children in care. In addition, he said that a province-wide consultation is under way on the ministry's new directions for child treatment and child and family intervention services.

"The new committee is part of my ministry's policy to engage the community in planning for services," said Mr. Sweeney. "It is my hope that it will look at all the systems that provide services for children

and at how we can build on their strengths to meet the needs of children in the 1990s."

Although Ontario has several distinctive service systems such as child welfare, children's mental health and correctional services, there is increasing concern about children who "fall between the cracks" or whose problems cut across several different kinds of service. Such problems include runaway children, victims of child abuse or family violence, and homeless young people, many of whom lack any kind of job skills and may be functionally illiterate. Mr. Sweeney said that no one service can respond to the multiple needs of these very vulnerable children.

"One measure of society is how it treats its children," said Dr. Maloney. "This is an appropriate time for the children's aid societies, the ministry and other service providers to come together to see what challenges and directions are needed to serve children in the 1990s."

## Farewell to John Anderson



John  
Anderson

John Anderson, an assistant deputy minister at MCSS in the 1970s and early 1980s, died in a car accident March 14 while travelling to Queen's Park.

For many years, John Anderson was a key player in the development of Ontario's social service network.

His career spanned four decades, with federal, provincial and municipal governments.

John joined our ministry's predecessor, the Department of Public Welfare, in the early 1950s. He was appointed director of General Welfare Assistance in 1964, then became commissioner of Metro Toronto social services in 1966. John returned to the ministry in 1974 as assistant deputy minister, social resources, and held other senior posts before he took early retirement in 1982 to become a consultant and executive director of the Ontario Municipal Social Services Association (OMSSA).





Photos by Chico Tauschel

Victor Malarek (standing) warms up his youthful panel members for their presentation. They are "kids who aren't running any more."

## Kids who run by Elizabeth Marsh

"My social worker told me what my problem was," says Mark, a 19-year-old reformed runaway. "He never thought of asking me."

But social workers *were* asking questions at the *Kids Who Run* conference, held March 3-4 at Toronto's Inn on the Park. So were family court judges, lawyers, police officers, educators, Ministry of Community and Social Services staff and representatives of community organizations.

*Kids Who Run*, a conference jointly sponsored by MCSS and the Ontario Association of Children's Aid Societies, focused on young people who resist intervention, repeatedly run away and place themselves at risk by living on the streets. The forum hoped to find answers to some difficult questions: Are our traditional care-giving responses compatible with individual rights? Are our responses effective? Are our policies clear and consistent?

Sandra Lang, acting assistant deputy minister of Community Services, welcomed conference delegates, noting the timeliness and importance of the subject of runaways.

George Caldwell, executive director of OACAS, identified *why* children run as the essential question to be answered.

Peter Jaffe, director of the London Court Clinic, and keynote speaker for the conference, noted that 70

per cent of boys and 40 per cent of girls who run are running from sexual abuse. Family violence, a euphemism for wife-battering, is another reason why kids run away, and children who have seen their mother being abused are much more likely to have serious behavioural problems than kids from non-violent homes.

"The problem is not addressed by returning the child home," said Dr. Jaffe. "Safe alternatives are needed; if possible, a self-supporting arrangement.

"Runaways need relief from stress, relief that will counter the euphoria of drugs and alcohol. They need an economic base so that they don't have to rely on prostitution and crime to earn money. They need alternative education."

The plenary session that followed allowed for differing perspectives.



George Caldwell, OACAS executive director, with Sydney Woolcombe, manager of the ministry's Child Treatment, Intervention and Prevention Unit.

"We need more tools and we need them now," said John Liston, director of Family and Children's Services in London. "The present system is creating more runaways."

Sergeant Linda Bowen from the Youth Bureau, Hamilton-Wentworth Regional Police, asked for earlier intervention and specific programs for foster and group homes.

"Give the kid a job," was one solution suggested by Jeffery Wilson, author and lawyer.

Judge David Main of Provincial Court (Family Division), noted that Child Welfare Court needs to clearly define the right to apprehend.

"Schools can be a place kids run to, not from," said Ken Morris, Youth Services program consultant from the North York Board of Education.

Five teenagers, "kids who aren't running any more," formed a panel, chaired by Victor Malarek of the *Toronto Globe and Mail*, to present their points of view. Though their histories are quite different, all the young people asked to be treated as individuals, to be heard, to be respected. Their presentation earned a standing ovation from the audience.

On the last day of the forum, six working sessions allowed participants to voice their opinions and suggest solutions to the problem of Kids Who Run. Recommendations distilled from these discussions will be published, along with forum proceedings, and distributed across the province. ●



# In praise of adoptive families

*Some adoptive parents drive more than a thousand kilometres to find the child who's right for them.*

by Judith Adams



*Trish and Terry Caverley of Pickering, here with six of their children, are founding members of Parents Concerned with Adoption. The Caverleys have seven children in total; four are adopted.*

Photos by Richard Cole

It's hot in the Ontario Room at Queen's Park, with 600 people crowded together on a Sunday afternoon. But the parents attending the ministry's twice-yearly Adoption Resource Exchange Conference don't notice the discomfort. Some of them have driven more than a thousand kilometres to get here. At least some have attended three or four previous exchange conferences, and they're not giving up. They've been studied and approved for adoption by their local children's aid society, and they're here hoping to find the child they're sure is just for them.

The lights dim, and a social worker presents a slide of the first child, a grinning nine-year-old whose bright red hair and freckles light up the giant screen. The two-minute presentation barely covers the basics, but manages to suggest the resilience of this little boy, a real survivor over past painful experiences, and his optimism that a real

"forever" family is just around the corner for him.

There are some 80 to 100 children presented, aged from infancy to as old as 17, all needing to belong to a permanent family. Without exception, all have handicaps: physical, mental or emotional. Next door in the Huron Room, adoptive parent support groups serve pop and snacks, and there are TV monitors where parents may view videos of some of the children they have just seen presented in the big meeting room. After the presentations are complete, the social workers align themselves around the Ontario Room under the sign of their children's aid society, and lineups of parents wait patiently to talk with them about the child or children they've "clicked" with.

At the end of the day workers go away with hands full of family profiles, their homework of the evening to sift them through and come to at least a short-list of possible families

to adopt "their" children.

In April and October, year after year, the Adoptive Resource Exchange continues to draw these families to its Sunday meeting. They are realistic, committed and often experienced parents who know that the children they will see are not newborn, perfect infants, but children with challenges, all of them, from infants with Down's syndrome or spina bifida, to teenagers traumatized by too many moves, too little love. To them, especially, finding an adoptive family that can "hang in" with them until they work out the inevitable (but strange and difficult) behaviour such childhood treatment breeds, will make the difference, usually, between a secure, loving future and an alienated, tragic life on the streets.

A lot of time, skill and care is needed for a successful adoption placement. Preparation of the child, assessment of



the family, a number of pre-placement visits, and the all-important "goodbyes" to previous families are crucial to the outcome. Like marriages, not all adoptions succeed, despite everybody's best efforts. Parents need to know themselves and their limitations and strengths well. Children need to feel free to move on from their birth families, emotionally, and getting that "permission" is a tricky, painful and necessary step if an adoption is going to succeed.

But, as in marriage, an adoption disruption need not be seen as a failure, and replacement in another adoptive home has a high success rate. Certainly families who have built themselves into secure, well-functioning havens for numerous children are adamant that one mismatch doesn't mean you should stop trying to find the right adoptive home for a child. In fact you should try again, and soon, says Cathy Adlam, who with her husband Bruce (see cover) have adopted nine of their 10 children. "It's just as sensible not to marry again, now that so many divorces are happening, far more than the number of adoption disruptions. The fact is, when you offer a child commitment and permanence, they blossom and grow in every way. It's what we all need."

Penny and Blair Costin feel just as positive, after adopting 12 children. Added to their three children that makes 15, and they've even got their own private school. The children have outside activities also, in the church and in the community. Says Penny, "We feel really blessed that we've got such a wonderful family."

For Trish and Terry Caverley who have seven children, four of them adopted, the concern for assuring permanent, caring family life for waiting children goes beyond their own home. They're founding members of an organization called Parents Concerned with Adoption, a parent support group which also advocates for children they feel should be adopted.

"People who say adoption is too risky because it can disrupt, forget that any move to a new home, no matter what it's called, feels like a disruption. We owe these children as much security as we can give them, and adoption can do that,

we're all proving it," say the Caverleys.

Not all adoptive families are large. Perhaps the majority of those seated in the humid Ontario Room, eyes intent on the screen before them, have one or two children, some couples are childless, some are single parents who wish to adopt. Depending on the child and his or her needs, a one-to-one situation may be best, or a large, bustling household where the child can just melt in and not feel pressured.

Certainly adoption has changed over the past several decades. Very rarely, nowadays, can couples expect to adopt that newborn, perfect baby that 20 years ago was so easy to find. Birth control, abortion and changing social mores allowing young single mothers to keep their babies, have all led to the decline in that sort of adoption, to the infinite sorrow of hundreds of yearning, infertile couples.

The focus in adoption has shifted to children who are older, or handicapped in some way, and the fact that Ontario has such numbers of eager families and children opening their hearts to each other is perhaps not widely known.

Barbara Trematiere, another adopting parent and also an adoption worker who recently conducted a training session for Ontario's children's aid society workers, sums up the nature of this sort of commitment and why it works: "When a child feels loved as a person, not how he behaves, he can relax and be himself, knowing he has a 'safety net' that is really there, forever. When I was growing up, I was no candidate for sainthood. I talked back, I lied, I under-achieved; I fought with my siblings, discovered boys... all of this within a 'safety net.' I could make my parents lose their cool, but not their love. I always knew it was there no matter how obnoxious I was."

And because, once, someone gave us that wonderful "safety net," now it is ours to pass on.

Ontario's adopting families know about that safety net. For years, this quiet process of family-building has meant a loving, secure future for thousands of young citizens—a contribution to our social fabric that can't be measured. ●

*Judith Adams is an adoption project officer with the MCSS Children's Services Branch, Toronto.*



*Penny and Blair Costin of Puslinch (near Guelph) have adopted 12 children. Added to their three birth children, that makes 15. Penny is in the middle of the back row; Blair was away when the photo was taken.*



# Bob Bayne looks back

by Dave Rudan

**T**he image that emerges is straight out of an old gangster movie when Bob Bayne describes a limestone quarry, picketed by uniformed guards, armed with shotguns and riding horseback.

"It was a large institution with over 1,200 inmates and 500 staff... a tough place to work because of the crowded conditions," he says, recalling his first job in corrections 31 years ago.

The quarry was part of the Guelph Reformatory and most of the people wielding sledges, picks and shovels were teenagers of 16 and 17.

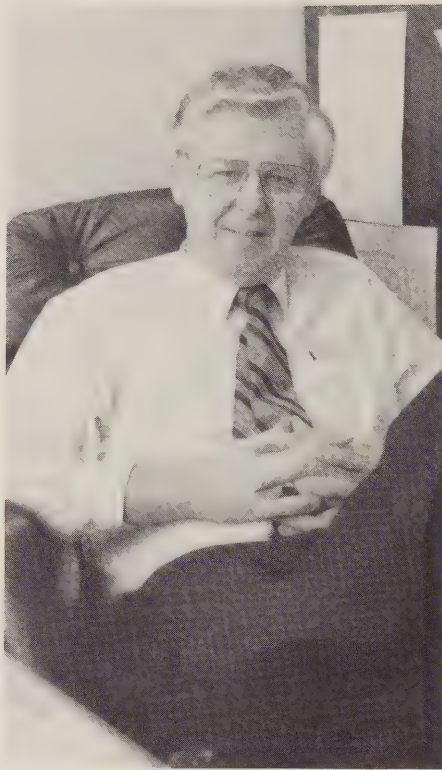
"Kids went back on the streets bitter because they had no trade or education... no opportunities for improvement." The young person who had broken the law was in prison to be punished. Part of the sentencing might have included strokes of the strap. Some judges ordered 10 strokes on admission into the reformatory and 10 when the sentence was completed.

The Juvenile Delinquents Act was in place for 76 years and a judge had the authority to sentence a 12-year-old to six years of wardship, until their 18th birthday. "That was pretty heavy; at least now there is more attention to the rights of the young person," says Bob, who is a probation officer in the ministry's Burlington office. In 1986 he received the Cohr Family Services citation as Halton's social worker of the year for his community work with children and their families.

In 1956, Bob's first role at Guelph was as an instructor, supervising the activities of the meat department. During his tenure with the institution he was disturbed by the attitudes and environment that viewed punishment as a way to rehabilitation. "I had to find a way to help," he says.

The opportunity came in 1970 when he transferred to the probation service as a rehabilitation officer. His job was to service Wellington County and parts of Grey and Bruce. His clients were offenders of all ages from "eight to 82."

Under the former Training Schools Act, children of 11 and 12 were wards of the province until their 18th birthday. "The superintendent (of a training school) had a lot of



*Bob Bayne, a probation officer in the ministry's Burlington office, was named Halton Region's social worker of the year in 1986.*

authority to move children anywhere without a court appearance."

Every Monday the superintendent would arbitrarily tell his rehabilitation officers the number of children he was releasing that day who had to have foster homes.

"I shudder to think what we did," recalls Bob, describing how they travelled the countryside looking for a place for the children. The secret was to line up prospective foster parents well in advance. "I got a lot of prospects through the police department... At one point I had 16 foster homes I could count on."

**B**ob was with probation services in Halton for 12 years. He accepted the option to move to Community and Social Services in 1977 with the transfer of the juvenile programs from the Ministry of Corrections. "The jobs didn't change much, just the names."

The major breakthrough in juvenile corrections came in April 1984 with the introduction of the Young Offenders Act. Bob feels it's

appropriate for the Children's Aid Society to have responsibility for the offenders who are under the age of 12. In fact, Bob does his level best to keep all young offenders out of court. In his opinion there is a certain fear of the unknown with children; however, if the child comes before a judge, who talks like a caring parent, that fear is removed and the offender uses that as a status symbol with their peers. Bob also lauds the wide range of dispositions now available to a Family Court judge in determining the best course of rehabilitation for a young offender.

**R**estitution or community service places the onus of responsibility on the young offender which means that the teenager actually pays for their offence.

"It gives them an opportunity to work... to develop good work habits and self-esteem by accomplishing something." Bob recalls several young people who now have gainful employment as a result of the experience they acquired from a Community Service Order. One lad, after completing 220 hours of community work, received a letter of reference that helped him win a job competition a few months later. "The employer told me that the kid was doing a better job than anyone on his staff," says Bob.

The secure detention sentences that a judge might give now are something a young person can handle; "... even 30 days is enough of a shock," Bob says. He is especially pleased about the option for review which allows a judge to reward a young person with a reduced sentence when there has been a positive change in attitudes and behaviour.

"What bothers me are the news reports which dwell on the sensational... a lot of people in the country are not aware of the good things that have happened since the introduction of the YOA... time will tell that this (YOA) is a good thing," says the veteran. ●

*Dave Rudan is a communications co-ordinator in the MCSS Communications and Marketing Branch.*



# "Give them hope by showing them a positive change"

by Dave Rudan

From the outside, the London Detention Centre for Youth, with its pitched roof and red brick walls, looks like a recreation centre that's part of the Fanshawe College campus in the east end of the city. Inside, the reception area with its rust carpeting and clear pine furniture resembles the outer office of a typical secondary school. But on the wall hangs a two-foot sign: "You're here—your loved ones are not! Give them comfort by letting them know that you are all right! Give them HOPE by showing them a positive change!"

Even as a visitor there's a feeling of helplessness watching staff come and go, with their jiggling rings of keys. Without the keys you're locked in; you no longer have freedom.

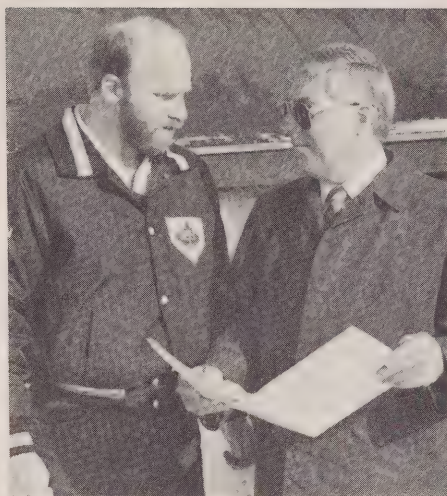
Owen McElhinney, the centre's superintendent, nods with sympathy, explaining that young people go through the same emotional process on admission. It is all part of their rehabilitation. They committed, and were convicted of, a serious crime; now they are in a prison that is specifically designed for teenagers.

Owen has worked in juvenile correction facilities for 27 years and he still finds the work stimulating because of the potential to be an influence in helping a teenager to become a responsible adult.

"Hour by hour, day by day, I enjoy what I'm doing," he says. Owen has a strong sense that his 36 staff share his enthusiasm.

"Everyone's involved in running the shop... they have a sense of ownership and responsibility. But the kids know who the boss is. I'm the one with the tie," he says with a big grin. The father of five children and a grandfather of seven, Owen demonstrates strong affection and concern for the children who may have never had positive parental guidance. In this case, it's not rehabilitation, but habilitation, and in some respects the staff of the London centre become the young offender's extended family.

While this may help staff to gain the confidence of a resident, a youth's stay within the structured, supportive program, is a few months only and the young person may have



Owen McElhinney, right, and Paul Pook of the London Detention Centre for Youth.

to return to the environment they came from. Often there is a reluctance to return home.

In addition to the feelings of being valued and belonging, the young person may also experience a degree of personal satisfaction and self-respect by volunteering to do community service during their time at the centre.

Since 1982, juvenile offenders have been working with young developmentally handicapped children; often the children have major physical disabilities and are incontinent.

At a general meeting last December, Joyce May of the local association for the mentally retarded told the centre's staff: "... residents seem much more able to handle the program dealing with these severely handicapped children than many adolescents who are currently in high school."

Paul Pook, who supervises the centre's volunteer program, indicates that personnel at the developmental centre and those involved with the SARI Organization (which offers horseback riding for disabled children) prefer the young offenders as volunteers because of their sensitivity toward the needs of the children.

W.D. Sutton School provides the teaching staff at the London centre. A former teacher, Jan Hardy, began

using community service experiences to improve the offenders' writing skills. Her students were asked to write a brief report that described the child they were working with, the events of the morning and their feelings about the experience. The experiment was a tremendous success.

"The child I worked with was three. Ryan was not capable of walking alone yet, but I loved the challenge of assisting him," wrote Jenny, who was serving a sentence for assault. "At least I tried! I really enjoyed his presence which made me feel so good inside... He was a human being and that meant everything to me. It was really a pleasure to try and give him a little love and care, which made me feel all the more better."

Albert, another young offender, wrote: "This morning I was working with a severely mentally retarded four-year-old. His name was Gordon. This young boy was deaf and had only very blurred vision. I had to feed him and clean him up... It was remarkable what they could do in their condition... There were times when I wanted to laugh at Gordon because of the noise he made but I kind of held it in. I was comfortable in what I had to do with Gordon and if I had a chance to go I would go again."

"Over the last year our kids have put in over 1,000 man hours doing volunteer work," in three London-area programs, says Paul Pook. That includes working with elderly pensioners at Kensington Village.

At the end of last year there were 19 boys and girls in detention, "... and they all deserved to be here because of the nature of the offence," says Owen McElhinney, who describes 1987 as a "record year... I feel that we've only seen the tip of the iceberg." It wasn't that there were more crimes committed by children under the age of 16, but because the London facility is the only place, for the present, that is appropriate for temporary, secure detention in the area, he explains. ●



# A night in the life of Volunteer 401

*Daisy is one of the regular callers to the Distress Centre. She usually opens with: "Have I screamed at you before?"*

by Elizabeth Marsh

When the woman who'd lost her brassière called, I was sound asleep with my head on the desk. It was, after all, 3:30 in the morning, and the Distress Centre phone had been blessedly silent for more than an hour.

Struggling back to consciousness, I tried to sound alert: "Distress Centre. Hello." My caller could scarcely speak for sobbing, but eventually I was able to make out her words. She couldn't find her brassière anywhere. It was gone.

At that moment, a missing bra didn't seem like a big problem to me. The solution would seem to be: Go to sleep, let me do the same, and your missing garment will probably show up in the light of morning. Do you really need it at 3 a.m.?

But I knew none of the above was the right response to this caller's very real distress. So we talked, or rather she talked while I practised the creative listening that all Distress Centre volunteers must learn. And slowly the real story came out, amid gasps and sobs and long, painful pauses.

It was a story of assault and rape, brutal and humiliating, that had left a woman shamed and fearful even two years after the event. Yes, she had received professional help. She had had counselling that was helpful and most of the time she was managing okay. But sometimes, in the night, the horror and shame of it all came back. Then she needed someone to talk to, someone who

would listen and not be shocked or critical. That's when she called the Distress Centre.

So we talked, there in the middle of the night, in the middle of Toronto, at first about her problems, and then about kids and cats and shoes and sealing wax and anything that came to mind. After a while the woman stopped sobbing and could speak calmly. After another while she was able to laugh occasionally. Finally she said, "I think I can sleep now," and we hung up the phones. No more mention had been made of the missing bra. We both knew that it wasn't important.

But that call was important to me, at that time, a relative rookie on the phones. It underlined something we

had been told many times in training sessions. "Listen for what they're *not* saying. Don't jump in with a glib solution to the first problem you hear. Listening is what it's all about."

I remember that when I receive a call from a macho-sounding male who breezily announces that he's never called a Distress Centre before and doesn't know why he's calling now. Fifteen minutes later he's confessing that he's desperately lonesome, has no friends and doesn't know what to do about it.

I try very hard to remember creative listening when Daisy calls. She's one of the regulars and usually opens her chat with:



John Halfpenny



"Have I screamed at you before?" My answer is always the same. "Yes, Daisy, and if you start screaming now, I'm going to hang up the phone." Sometimes this works and we can have a conversation. Sometimes she screams and I hang up. Volunteering for the Distress Centre doesn't mean sacrificing one's eardrums.

But we do understand about Daisy. Several years ago she was in a car accident and has been in constant pain ever since. She is mad at her ex-husband because he left her, all lawyers, because she feels cheated out of a decent settlement from the accident, and all doctors and hospitals, because they couldn't cure her injuries. Since they aren't readily available when Daisy feels like screaming—which is often—she calls the Distress Centre and screams at a volunteer. It's all in a night's work.

**D**istress centres have many regular callers. Usually they are lonely people, very often former psychiatric patients trying to make it in the community. They call because they need someone to listen and the volunteers are their only friends.

Even knowing this, it can be difficult to summon up warm, caring feelings as you listen to a litany of complaints you've heard many times before. Sometimes the volunteer is tired and discouraged too. Sometimes it shows. I still remember, with guilt, the caller who at the end of a conversation remarked sourly, "Well, you certainly weren't much help."

So why volunteer? Well, every once in a while you can believe that a conversation did make a difference in someone's life. That's how it was with Heather, whose young husband had been killed in an accident leaving her with two small children and, in her mind, without a future.

Two months after the accident, Heather couldn't even make herself care about her children. Her parents had moved in temporarily and they cared for the youngsters while she went drearily through the minimal motions of living. Her only recreation was taking her car out, after the kids were in bed, and driving aimlessly about the city. "And my parents nag about that," she said. "I don't know why. I'm not trying to kill myself."

"But you don't much care if you do," I said, and felt a small shock of realized truth along the phone line.

"How do you know?" she asked in a small voice.

"I've been there too."

And then we were able to talk and I knew that somehow I'd been given the right words at the right time to pierce her shell of grief.

Several weeks later I happened to take a call from Heather again. She

was doing better, well enough to manage without her parents living in. "And I don't go out driving at night any more," she added quietly. I knew what she was telling me.

That's why I volunteer. ●

*Elizabeth Marsh is a writer in the MCSS Communications and Marketing Branch. She has been a volunteer with the Metro Toronto Distress Centre for the last eight years.*

## The Distress Centre story

**A**t 10 a.m. on November 1, 1967 Metro Toronto's Distress Centre received its first call.

The centre came into being because there was a real need for it. The Church of the Holy Trinity and the Anglican Social Service Centre in downtown Toronto were overwhelmed with round-the-clock distress calls.

It was agreed to model the Distress Centre on the Samaritans, a suicide-prevention and befriending service in England, with some modifications to suit the Canadian situation.

Seed money was provided by the Anglican Diocese of Toronto and the United Church of Canada and volunteers were recruited and trained under professional leadership.

In their first month, volunteers at the centre received 300 calls and by the end of the year 6,800 calls had been handled. By 1970, the number of calls was swamping the available telephone lines and Distress Centre Two was opened.

The two centres were amalgamated under one board of directors in 1973. Co-operatively, they attempt to provide 24-hour telephone befriending, seven days a week, in spite of a perennial shortage of volunteers.

In 1979, the Survivor Support Program was added. It

began as a pilot project jointly sponsored by the Distress Centre and Toronto's Clarke Institute of Psychiatry. Nine years later, the program offers support for adult members of families who have experienced deaths by suicide or in some special circumstance such as the Air India disaster. This is a face-to-face rather than a phone service. Trained volunteers help survivors to identify their emotions and to work toward understanding the death and to grieve normally.

The latest addition to Distress Centre Services is participation in the Assaulted Women's Helpline. Offering a 24-hour community-based service for women assaulted in the home, the Helpline is fully funded by the Ministry of Community and Social Services and operated by the Community Information Centre of Metropolitan Toronto, seven shelters for battered women and the Distress Centre.

It provides assessment and education, problem-solving, crisis intervention, access to information, emotional support, linkage to emergency shelter, referral to other services and follow-up.

On alternate weekends the Helpline is staffed by specially-trained female service volunteers at Distress Centre One and Distress Centre Two. More volunteers are always needed.

—E.M.



# A new chapter for Huronia's Approved Homes

*Community agencies continue the care.*

by Vera Bullen, co-ordinator, and Chris Walker and Ross Wallace, social workers

**N**ow that we are all in the throes of Multi-Year planning, it is good to remember that the early efforts to achieve community placements for developmentally handicapped persons in the larger institutions came through the Approved Home programs.

As far back as the early 1940s, the first clients were placed from Orillia's Huronia Regional Centre, then known as the Ontario Hospital School, into private homes throughout Ontario as far afield as Toronto, Brantford, Cooksville and Muskoka.

The goal was to provide the opportunity for a more personal style of living to clients from large, overcrowded wards, who had skills and personal attributes which could be developed in the community. The placements were into urban and rural areas and the number of placements in each home varied from one to 20 with an average of four to six.

In those days there were few community agency training programs. Individuals identified as "mentally retarded" assisted the people with whom they lived in the house or were placed in various outside work situations. Placements were planned and supervised in the early days by one very busy social

worker who provided all major support services for up to 23 homes and 62 clients at a time, including delivering clothing and wrapping Christmas gifts! There was a great deal of reliance on the willingness of the family to assist in job training and in promoting a feeling of self-worth in the client.

In the '60s, the decision was made that the adults in these homes remain under the Homes for Special Care Program with the Ministry of Health. The children remained with Huronia Regional Centre. All these children went to school in the community and several of them graduated from high school. Many other clients went on to self-support situations in various communities.

Over the years, between the '60s and the '80s, the whole notion of Approved Homes changed. The concept of an Individual Development Plan for each client came into being. Various support services from Huronia Regional Centre, including speech and behaviour programs, contributed to a multi-disciplinary approach, developing a training plan with the home operator, community programs such as ARC Industries, and the clients. The social worker became the case manager for a variety of persons contributing to the life of a handicapped individual.

A major influence was the development of the group home

system in the community in the 1970s. The mildly to moderately handicapped residents of Huronia Regional Centre began to be discharged to group homes run by associations for the mentally retarded. Huronia Regional Centre then began to look for families who were willing to accept a child or adult with severe or multi-handicaps.

We were enormously successful in this respect. We have the greatest of admiration for the many families who have in the past, and now, provided the love, care and training for persons with the most challenging needs and even medically fragile conditions.

The common focus of the families has been their tremendous belief that life can be better with more individual attention and a feeling of belonging. The faith our families have shown in the persons placed with them has resulted in personal achievements and satisfactions for both families and clients.

**T**he first Approved Home social worker was Miss Jean Marguaratt, a remarkable 82-year-old lady who still lives in Orillia and remembers everything about the people she worked with and for. She was at one time the only social worker for the nearly 2,800 residents of Huronia Regional Centre. She was followed by the dedicated and capable Brenda Brett, who is still working for the centre after 27 years, although not in the Approved Home Program.

At present, there are still 10 homes in the program serving 17 clients. Six of the family homes are in the Orillia area, one in Jackson's Point, one near Cobocok, another at Minesing, and one near Cookstown. The homes are as diverse as the people they serve. The family homes in the city and country have one to four clients. Two children's group homes accommodate three of our teenagers who need very special programs.

Had it not been for the goodwill of the operators themselves, these 17 individuals, now aged 13 to 80, would not have had the opportunity of living in a warm family setting. These families opened their homes and their lives to our clients, taking anywhere from one to four persons.

**L**inda Ashe works with senior developmentally handicapped individuals as manager of recreation and leisure programs for



Oi Yee, left, and So Ling, with their Approved Home mother Shirley Steele, share a coffee break with Huronia social worker Chris Walker.





*John, with his Approved Home parents Albert and Marion Schmitt, and their granddaughter Christine, at the hockey rink they cleared behind their house.*

the Orillia Association for the Handicapped. She shares her home with a 61-year-old man who lived in institutions from the ages of 6 to 59.

Albert and Marion Schmitt and their children provided a family life and lots of community participation in sports and social activities for two energetic and responsive young men. Marion Schmitt says, "Albert and I have found it very rewarding in helping our two young men to achieve a more independent life-style for the future. We have met so many wonderful people through the program who have been there to help us."

**M**rs. Florence Whynot, who sadly died last year, was a foster mother to four profoundly handicapped young boys in addition to her own handicapped little boy, in the days when there were no day or school programs for children with severe handicaps. These four young boys eventually entered day programs and left Mrs. Whynot as they grew to young manhood. Two of her daughters, and one granddaughter, have followed in her footsteps and care for developmentally handicapped people in their own homes. The granddaughter is Tracy, who was featured in the Winter 1988 *Dialogue* article on the Midwestern Regional Centre Family-home Program. What a remarkable family tradition!

Our youngest child, who is now 13, has lived in Orillia with Dorothy Seymour, her husband, and their own five active children, aged two to 11, since she left a children's nursing home at the age of five. From a tiny frail child, unsteady on her feet, she has become a sturdy active teenager. "The Approved Home

Program was ahead of its time," Dorothy says. "It provided an opportunity for children to live in the community and remain closely involved with their parents."

At the other end of the spectrum, Joyce and Doug Smith (formerly Approved Home operators for the Pine Ridge facility in Aurora, which closed in 1984) have provided, with dedication and warmth, a home life for a group of older men, including one gentleman who is an active and energetic octogenarian.

Although the women of the families have, for the most part, been the ones to initiate the applications to become Approved Homes, their spouses and children have provided tremendous support to the clients and the Approved Home mothers. It truly is a family affair.

Credit must be given to these families for taking clients who, in most cases, have multiple needs. When a vacancy arose in one home a year ago there were two clients ready for placement. Shirley Steele and her husband, Brad, chose the young woman with more demanding needs, rationalizing that this woman would have more difficulty being placed in the more conventional community alternatives.

Through all of this, our operators remain open, friendly individuals who rise to all occasions with a willing enthusiasm and an energy which would put most of us to shame. It is commendable that operators such as Alma Thornton and Shirley Black have been part of the program for 22 and 14 years respectively.

Theo and Harmanny Nowak were foster parents for 16 years. Their daughter, Gloria, became part of the Metropolitan Toronto Association

for Community Living Family Home Program so that Vicki could continue to be part of the Nowak family.

Alma Thornton, an active rural homemaker, and her husband, provided foster care for children from the Children's Aid Society for many years prior to becoming Approved Home operators.

Mrs. Thornton is thrilled that many of the children who spent some of their growing up years in her home continue to stop by to visit, bringing their own children with them. The three young women and one young man who are part of her family enjoy the regular stream of neighbours and friends who drop in to visit. "If I had to do it all over again I would do the same," she says. Fortunately, she is "not near ready to quit yet."

**S**hirley Black worked at Huronia Regional Centre for a number of years before pursuing further work in special education. She is the principal of the William B. Wright School, Orillia, has three children of her own, and has provided foster care for the Children's Aid Society over the years as well as being an Approved Home operator.

The patience and caring of the Suckling family and their friends, have enabled the 30-year-old young man with cerebral palsy in their home, to develop skills and self-confidence he never knew he had.

All these people exude a youthful exuberance and a love for the clients in their homes which comes through in their conversations.

Seeing and speaking with the clients in this program is a positive testimony of the success of living in a family home. Most refer to their Approved Home parents as "Mom" and "Dad" but are quick to note, as one man does, that these parents are not his "real" parents. Natural families are welcomed and continue to play an important part in the life of their child or sibling. For the social workers, foster and natural families, it has been a joy to see our clients integrate themselves into family life and develop as individuals.

**A**s a step in the process of making the Multi-Year Plan a reality, Huronia Regional Centre is divesting the Approved Home Program to community agencies. The Barrie and District Association for People with Special Needs



(BDAPSN) has operated a Specialized Foster Care Program in Simcoe County since 1982. On April 1, eight families and 13 clients from our Approved Home Program joined the 14 families who are already part of the the BDAPSN Specialized Care/Family Home Program, co-ordinated by Mrs. Terry MacMillan.

The residents in the Jackson's Point home have become the responsibility of the Sutton and District Association for the Mentally Retarded. Nine former Approved Home clients have already taken up residence in group homes in Sutton. The young man in the Suckling home in Coboconk will be served through a local community agency. He welcomes receiving service through an agency which will help him deal with his physical disabilities, rather than emphasizing his status as a developmentally handicapped person.

Attitudes about the change vary from concern about the future to joy, as in the case of the young man in the Suckling home. He feels his self-confidence increasing, as his final link with the institution where he spent so much of his young life is ending. At first, some of the operators were concerned that the solid support services they received through Huronia Regional Centre would lessen. Some relatives wondered if planning for their family member might not be as regular and consistent as under the facility umbrella. These concerns faded as discussions and meetings were held with the receiving agencies and people realized that daily living and working for their family member would be further enhanced as part of a growing community-based service throughout the province.

It is with some sadness that we as the Approved Home staff will be bidding farewell to our Approved Home families and clients. However, it is comforting to know that we are integrating with existing community services and that the excellent work which the Approved Home families have been doing will continue for many years to come.

Although it is the end of an era for the Approved Home Program at Huronia Regional Centre, it is also an example of how community agencies and facilities can work together to provide a positive alternative for developmentally handicapped persons in a community environment. ●

# An experiment in workplace democracy

In this project, workers have a say in every aspect of operations, including decision-making about daily routines, provision of care, and programming for their developmentally handicapped clients. Here are two views of the "Social Development Demonstration Project" at the ministry's South-western Regional Centre—one from the project co-ordinator, the other from the workers who make this experiment a day-to-day reality.

***"Being treated like professionals as part of the team increased our morale, confidence and assertiveness."***

by Peter J. Hasson, Jr. and Peter J. Coholan

*Senior developmental service workers (team leaders), Oxford 2 and Norfolk 2 North*

Looking back to the beginning of the Social Development Demonstration Project in September 1986, we remember feelings of reluctance and ambiguity. This different and innovative approach of participatory management seemed too idealistic. As time elapsed though, we realized that management was serious and genuinely concerned with participatory management and this project.

After eight months of involvement with this new management style, we began to feel like a professional direct-care staff. Our concerns, opinions and team-building skills were beginning to solidify; results for clients and staff were clearly becoming visible to the naked eye. We realized that we were an important and integral part of the entire facility function.

Our experiences with increased responsibility, team input, and information sharing with management, revealed to us the importance and significance of our roles as developmental service workers (DSW's). We have the freedom to vote on all issues concerning client-oriented activities. We now feel that we are an equal part of the control process. Also, being treated like professionals as part of the team has increased our morale, confidence and assertiveness, which has significantly increased our job satisfaction.

We view our management as a team player offering support,

co-ordination and direction. Our communication flow has increased dramatically with bi-weekly seminars and consistent discussions at shift changes. Staff forfeit their personal time to attend our bi-weekly seminars and the presence of management has become a natural function of the team.

## Future hopes

In the future we would like to share our experience with other work areas. To accomplish this we feel it's imperative that an adequate staff-client ratio exists.

Currently, staff-client levels in the project, although not ideal, are workable within the limits that we put on ourselves for the benefit of our clients. We would like to maintain current staffing levels within the project and reduce client numbers so that much more can be accomplished for the benefit of all.

We are enthusiastically waiting for when we are the norm and no longer considered a "special project." With the openness and insight of senior management we feel that this is a viable system of management for the entire centre, and in the future, across the province.

We feel that if the entire facility and province adopted such an approach, staff would experience less anxiety in general and less inclination to move on to a new work location.

We feel that the participatory management approach has lifted us as DSW's to a level where we can deliver to our clients the highest quality of treatment, training and care, and simultaneously promote the greatest potential for each client with a developmental handicap. ●





*Participatory management in action. Team members vote on how they will implement client activities. Left to right: team members Barb Bodnar, Filomena Pencarinha and Lorraine Andrusiak; team leader Peter Hasson; team manager Carol Brooks; and team members Linda Desjardins and Jane Seppala.*

***"The team members proved that professionals are people who do their jobs well even when they don't feel like it."***

**by Richard Greene**

*Project co-ordinator, Social Development Demonstration Project*

**S**outhwestern Regional Centre has entered an exciting and challenging period of change in program focus. Every staff member has something to contribute, but first, staff must believe that a task is worthwhile if they really are to be committed to its development and successful completion. Individuals will maximize their efforts if they are aware of their purpose.

It was within this background that the Social Development Demonstration Project on two residences had its genesis. The purpose of this project is to provide a positive social and therapeutic environment in which to improve the training and development of our residents, through the enhancement of the work environment of developmental service workers. These professionals are actively encouraged to participate in each aspect of operations, including decision-making about daily routines; provision of care; and the selection of programming for clients.

Several guidelines were recommended and are being followed in the project. These include: an examination of various facets of residential operation, with the ability to modify certain procedures; freedom to offer criticism without fear of reprisal; and the

creation and fostering of a trusting environment.

Another principle is that leadership must recognize the inherent value of each team member, and must train others to achieve levels of greater responsibility. Leadership must respond immediately to crisis situations, and teach others to defuse conflict.

Other guidelines for the project encourage the development and/or maintenance of residents' skills; and the development of strategies to meet the identified special needs of the two residences. And finally, the project emphasizes the need for residents to assume increasing responsibility for some of the functions and decisions of their everyday lives.

**C**hange is always difficult, or at best greeted with skepticism. The introduction of this project was no different in that regard, with the notable exception that staff were willing to give it a try. This they did, and with increasing enthusiasm.

The team members proved that professionals are people who do their jobs well even when they don't feel like it. With the passage of time it is evident that each member now feels they are important and that they do make a difference.

The realization that improvement is always possible clearly shows in the initiatives the team members

have undertaken to improve the working environment, the quality of life for the residents under their care, and their own job satisfaction.

The team has achieved many successes. Some of these which we proudly share are improved communication patterns, an active spirit of co-operation, improved relationships between staff and with all levels of management, a pleasant environment and opportunities for advancement. Team members have had input into the development of a performance appraisal tool. Staff have recognized objective and subjective changes in the behaviours and functioning of the residents. A skill development area has been established, and senior management has increasing confidence in the team.

My greatest satisfaction as project co-ordinator has been to witness the growth and development of team members as they participate in team meetings and show respect and caring for the residents. Team members demonstrate acute awareness of issues, provide model attitudes and values for other staff, and engage in problem-solving and decision-making. Problems are not perceived as roadblocks, but more constructively as building blocks by which to arrive at solutions.

The momentum of the project has been occasionally slowed by one concern or another, but the resolute determination of the team to work through these situations has molded us into a strong unit. Each member realizes that every effort, while it may have benefits for the staff, is primarily intended to improve the quality of life for the 50 residents of the two areas. We believe that by enhancing the capabilities, or at the very least, the daily experiences for even one resident, we enrich our own lives.

The quality of service that each team member provides to the residents we are privileged to care for, reflects our personal images of achievement. To those people who question, "What's the point anyway?", the words of Henry David Thoreau seem particularly poignant: "Things do not change, we do."

I would like to acknowledge the foresight and the support of senior administration at Southwestern Regional Centre, and to state my admiration for the team members (indeed the true professionals) who daily give so unselfishly of themselves for the betterment of others. ●



# “We’ve been accepted as part of the neighbourhood”

**Kingston neighbours welcome Ongwanada residents into their community.**

by Ellie Barton

When Thelma McCracken read in a letter from Ongwanada that a new community residence would open near her Kingston home, she arranged a neighbourhood meeting that very evening.

She exerted all that energy not in protest, but in her eagerness to ensure that all her neighbours would come to share her own irrepressible enthusiasm.

“I was afraid that some neighbours wouldn’t be in favour and I wanted to clear up any questions ahead of time,” says Thelma, a retired special education supervisor.

So Thelma got on the phone to drum up support for Barclay Community Residence, a home with 24-hour nursing care for five Ongwanada residents. Ongwanada is a charitable organization serving 900 people with developmental handicaps in Kingston and eastern Ontario.

About six neighbours came to the impromptu session at Thelma’s



“We should do all we can for these kids,” says neighbour Thelma McCracken.



At Barclay Community Residence, which opened in January, two-year-old resident Laura sleeps in the arms of residential counsellor Maria Costa.

house. Ongwanada staff members Bob van Santen, assistant executive director of residential services, and assistant director Karen Merrin were on hand to answer questions.

“It was a good session,” says Bob. “One neighbour wasn’t very positive at first, but by the end of the meeting she was much more supportive. We want to work with them. We want to be part of the neighbourhood.”

Barclay Community Residence, which opened in January, is the 11th home developed by Ongwanada since 1980. The home is part of Ongwanada’s redevelopment plan to provide more community living alternatives for people with developmental handicaps.

Bob recalls that there was some resistance when the hospital first began to integrate handicapped people into the community.

“We used to get some negative comments or a lot of tolerance. Now there’s acceptance. We’ve been accepted as part of the neighbourhood.”

Thelma said in an interview that

she was keen on the new community residence because she knew what it was like to be handicapped herself.

“I think that people who would buck this (community residence) could not have had any setbacks in their own life.

“I myself have been handicapped over the last 15 years and I go to St. Mary’s by the Lake for therapy. When I see the children come to the pool, I feel by golly that we should do all we can for these kids.”

Bob says that a meeting called by the neighbours is unique. In the past, meetings have been occasionally arranged by Ongwanada in response to questions and concerns.

But Thelma wasn’t taking any chances. “It seems to me that people can have a laissez-faire attitude and then raise Cain later. But I felt that this was something that should be readily accepted.” ●

*Ellie Barton is the information services co-ordinator at Ongwanada, an MCSS-funded facility for the developmentally handicapped in Kingston.*



# Meeting the training needs for Employment Equity

by Sandra Adams

**T**he Employment Equity Program continues to successfully promote equal employment opportunities to all employees. Staff are currently working on developing and implementing strategic plans for identifying the training needs and monitoring the career developments of all employees. Special emphasis will be focused on the target groups—francophones, natives, disabled persons and racial minorities.

The Human Resources Secretariat is responsible for setting the corporate policies and guidelines for the Employment Equity Program. As the program embarks on the implementation and workplans for the expanded mandate, we foresee the program staff's new role as consultants and advocates of the objectives of the Employment Equity Program. Staff will assist managers to implement employment equity initiatives and policies to achieve the government's objective of a fair and equitable workplace reflecting the diverse multicultural population of this province.

## Training sessions

Training sessions have been developed to inform and educate MCSS managers and staff about the Employment Equity Program and its expanded mandate. We are presently in the process of developing a training module for managers with specific training related to the target groups in the population of their area. The training will also provide assistance to managers to enable them to be practitioners in employment equity.

The program recognizes the continued support from our managers in providing female employees with training and career development opportunities, especially in non-traditional and under-represented occupations.

## Accelerated Career Developments

We have recently submitted to Management Board our mid-year General Management Report which outlines our progress towards achieving Accelerated Career Development (ACD) targets. This includes both hire/promotion targets and temporary assignments such as secondments and acting appointments.

In addition to a target of 300 ACD's for 1987/88, we also encouraged movement of female employees into finance-related occupations. We are happy to report that at mid-year a total of 226 ACD's had either been completed or were in progress. With a concentrated effort to increase female representation in the under-represented financial areas, a number of reported developmental assignments and initiatives were within this occupational group. We are encouraged by your enthusiasm and support of the goals and objectives of the Employment Equity Program by providing excellent developmental opportunities.

## Incentive funds and initiatives

This past year we have had the pleasure of lending our support to a number of employment equity initiatives that have provided excellent career developmental opportunities to women throughout the ministry. This has been accomplished through our Employment Equity Incentive Fund of \$150,000, allocated to the Employment Equity Program for this specific purpose.

MCSS identified Finance as a priority area requiring employment equity initiatives to encourage more women to enter this occupational group. We received a number of proposed incentive fund assignments

for financial officer and financial administration positions, totalling more than \$300,000. Employment Equity funded 50 per cent of salary dollars for each of the proposed initiatives, with the balance coming from the sponsoring office.

We wish to take this opportunity to acknowledge those individuals and their sponsoring offices participating in an Employment Equity Incentive Fund initiative.

The following are participants acting in the position of financial officer: Joyce George, Gulshan Bhimji, Imbi Ansley, Marjorie Carbert and Shirley Bickler from the Toronto Area Office; Arlene McCracken and Julia Norkus, from Federal/Provincial Cost Sharing and FAS; Anne Marie Muldoon, from the Ottawa Area Office; Indu Gupta, from the Accounts Branch at Queen's Park; Audrey Doxtator, from the Kingston Area Office; and Kirsti Leger and Lorraine Little of the Waterloo Area Office.

Other noted initiatives include: Cynthia Toll, senior financial analyst at the Waterloo Area Office; Roseann Kearney, finance manager trainee and Fran Emerson as manager, Information Systems, at Southwestern Regional Centre; and Pat Barsalou as financial systems officer at the North Regional Office, Sault Ste. Marie.

In recognition of the commitment and efforts of these individuals and the participating offices, we would like to extend our appreciation and best wishes for continued success.

The government represents a diverse multicultural array of employees. Therefore, it is imperative that we continue to play the lead role in setting the example in providing equal employment opportunities to all employees, especially in the under-represented occupations. ●

*Sandra Adams is a program assistant in the MCSS Employment Equity Program.*



## PROFILE: Denis Lozier



Denis Lozier, Timmins district manager.

**D**enis Lozier is a true northerner. He was born in Kapuskasing, educated in Ottawa and Collège Universitaire de Hearst and has worked in Northeastern Ontario for most of his career.

Now Denis has a new northern challenge. Last November, he was appointed manager of the ministry's Timmins District Office.

The district is one of the ministry's largest administrative areas, stretching from south of New Liskeard all the way up the Hudson Bay coast.

The sheer size of his district is one of Denis' biggest challenges.

"Travelling to and from a meeting can take a whole day," Denis says.

"The problem of distance also means that it's harder for us to get out and see our clients on a regular basis."

There are other facts which make the Timmins District unique. The area has a large francophone population, a large number of seniors and a native population which is active in developing and delivering its own social services.

The Timmins District's resource-based economy also makes for some unique social service challenges, says Denis. "There's always the danger that resources could be depleted. If that happens, we could be faced with a big increase in our social assistance caseload."

Faced with those issues, what are Denis' goals for his tenure as district manager? "I want to work closely with agencies and municipalities around long-term planning. First, I want to ensure an equitable level of service throughout the district, regardless of the low density of population. Second, I want to strive for better co-ordination of children's services. And finally, it's essential that we enhance our spectrum of community living services for developmentally handicapped people and senior citizens."

Those are big jobs. But Denis is more than up to the task.

Through his experience as a program supervisor and as a probation/aftercare worker in the northeast, he's gained a good working knowledge of the region's unique needs. He'll be putting that experience to work often during his tenure as Timmins district manager.

**Michael Kurts**

*MCSS Communications and Marketing Branch*

## Windsor's United Way

**T**he Windsor Area Office employees of the Ministry of the Ministry of Community and Social Services were proud to be participants in the outstanding record of the 1987 Windsor/Essex County United Way campaign.

Once again, Windsor led the country in per-capita giving, reaffirming its position as Canada's most caring community.

In 1987, the provincial government employees of Windsor/Essex County donated the sum of \$31,987.75, a 12 per cent increase over the 1986 achievement.

Our Windsor Area Office increased its donations by 17 per cent and \$897. We achieved an 86 per cent employee participation rate.

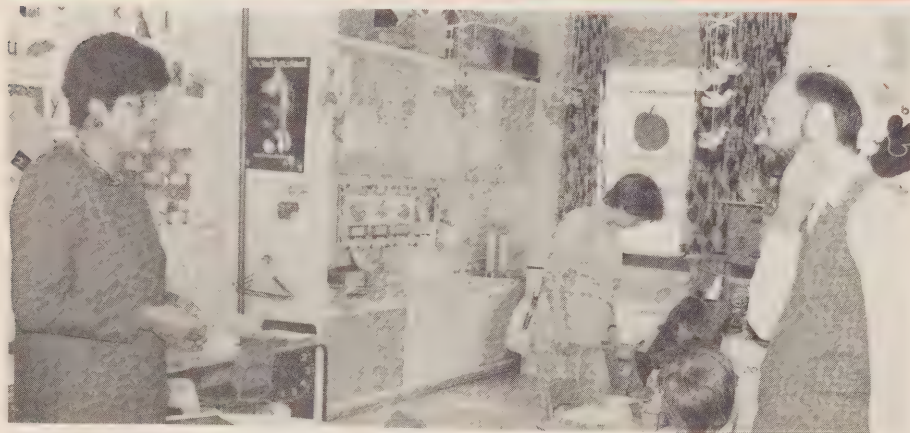
The chairperson of the provincial government section was our area manager, Shari Cunningham, who provided strong leadership to the section. Ken Rush, a vocational rehabilitation supervisor, was an account executive. Ken's diligence and commitment to United Way resulted in an eight per cent increase in the six accounts that were his responsibility.

Special mention must be made of the ministry staff who canvassed their fellow employees: Jane Van-Buskirk, Finance and Administration; Anne Gaspar, Vocational Rehabilitation; Bill Marcotte, Community Programs Unit; Steve Schulz, Family Benefits; Maureen Casasola, Family Benefits; Len Hansen, Probation Services.

The Windsor Office of the Ministry of Community and Social Services is proud to have taken a leadership role in the Windsor/Essex County United Way campaign.

**Martha B. Young**

*Windsor Area Office*



CPRI kindergarten teacher Dawne Mahabir explains to a visitor how enriched programs prepare children for integration into the regular school system.

## CPRI opens its doors

**O**n a sunny day last fall, more than 300 people paid a visit to the ministry's CPRI (Children's Psychiatric Research Institute) in London. The occasion was CPRI's open house, its first in many years.

Most of the young residents of CPRI were away because it was the weekend. The other children were taken out on walks with social workers so that outsiders could see

the residential and clinical areas without invading the children's privacy.

"The open house created a lot of public awareness about CPRI," says Brenda Pilley, co-ordinator of volunteer services. "We thought it would take about an hour for the tours, but visitors were showing so much interest and asking so many questions that some of the tours lasted up to 2½ hours."



## IN MEMORIAM: Bob Harper

Last summer, Ministry of Community and Social Services staff in Sudbury joined family and friends in paying their final respects to Robert (Bob) Harper, who died suddenly on

August 22, 1987.

Bob, who was born in Scotland, came to Canada at age seven and grew up in the Timmins area. Before joining the ministry, he worked as an Ontario Provincial Police



Bob Harper

officer and spent many years as an insurance adjuster. Since joining the ministry in April 1978, Bob was employed as an eligibility review officer and served a short time as a parental support worker.

In addition to his commitment to his work, Bob found time to assist his fellow man through St. Andrew's United Church, the Kinsmen's Club, the Masonic Lodge and the Shrine

Club. He gave endlessly of his time and, as a result, was known and respected by many, many people in the Sudbury community.

In 1956, Bob and his wife Martha began their life together and raised three children, Brian, Rob and Jane. Bob was proud of his family and was frequently speaking of them, including his daughter-in-law, Janice.

In addition to his work as an eligibility review officer, Bob always found time to assist management and staff of the Sudbury District Office. He was frequently called upon to aid in the assessment of repairs to Family Benefits clients' homes, utilizing his vast experience from his insurance adjusting years. Many times he came to the aid of staff when ministry vehicles had left them stranded.

Bob's loss will be felt deeply, not only by Martha, his family and friends, but also by many staff members who were proud to have known him and worked closely with him.

**Dennis Ockenden**

MCSS North Central Area Office, Sudbury

## Elmer's retirement roast



Jane E. Greer

The year was 1968 when Elmer Pritchard joined what was then called the Department of Social and Family Services as an Indian Services worker in Keewatin. Affectionately calling him "a real gentleman," Joan Nishimura of the Thunder Bay Area Office said, "They don't make them like that any more."

In the photo, Elmer is surrounded by (left to right) friend Elsie Scoberg, and daughters Debbie Fairfield and Terry Sharples.

After 20 years of service, Elmer retired as an income maintenance supervisor in February to move on to a "part-time" career in real estate. People familiar with the beauty and popularity of the Lake of the Woods cottage country around Kenora, will know that Elmer will not be idle for long. "It's been an incredible experience working for the ministry," he said. "My only regret is that I didn't start 20 years before."

To celebrate Elmer's retirement, a roast was organized as part of the Kenora District Office's annual meeting held in Fort Frances this January. ●



## Happy birthday to Blankspace

For 10 years, staff at Huronia Regional Centre, Orillia, have donated their time to produce the staff newspaper, *Blankspace*. Recently people who have contributed to the paper over the last decade gathered to celebrate the occasion. In the photo, the current editor of *Blankspace*, Koni Lattner, cuts the cake with help from Bob Gregory, who founded the paper 10 years ago. ●



## Japanese guest

Sadao Kurosawa, centre, was the team leader for a 15-member Japanese social welfare study team which spent two weeks in Canada and the U.S. last fall. In the photo, he is welcomed by Fred Reynolds, executive director of the Metro Toronto Association for Community Living, and Bunny Newman of the ministry's Communications and Marketing Branch, who organized the itinerary for the two days the group spent in Toronto. ●



Chico Thueschel

## Happy retirement, Jack

Jack Sheppard, centre, an income maintenance supervisor in the ministry's Sault Ste. Marie District Office, retired last fall after working for the provincial government for 36 years. He was honoured by 75 of his colleagues and friends at a farewell dinner. David Zuccato, district manager in Sault Ste. Marie, left, and Richard Rivard, area manager of the North Central Area, right, pass on their best wishes. ●



## Springtime in Sudbury

As the new fiscal year approached, staff of MCSS's North Central Area were gearing up for the Annual Staff Meeting which has become a spring tradition in this area.

The concept of an annual area meeting was initiated in 1984 by Richard Rivard, area manager. The original purpose remains—to bring together all ministry people from the districts of Sudbury, Manitoulin and Algoma to encourage teamwork and co-operation and to share information about the ministry's strategic directions and how these directions translate into area plans and initiatives.

The meetings have given staff an opportunity to look back together on past accomplishments and to discuss challenges and goals for the year ahead. They have also provided a forum for discussing disappointments, goals not yet achieved and an opportunity to regroup and set new priorities.

Interest in this annual event has developed and grown since 1984 and, in 1987, the two-day conference had almost 100 per cent staff attendance.

The meeting held in Sudbury last May provided an extra focus and became a forum for honouring staff entering the Quarter Century Club

or retiring from the ministry. This year, this ceremony will be expanded to allow area staff to honour co-workers involved in volunteer work.

North Central Area sends a resounding thank-you to its 1987 planning committee for a successful conference: Luella Degazio, Sandra Barei, Kathy Bradfield, Grace Tuttle, Ruthe Murphy, and Judy Sandul. ●

**Leona Theriault**

*MCSS North Central Area Office, Sudbury*

**June 2-3 26th Annual General Meeting and Conference, Canadian Rehabilitation Council for the Disabled.** Theme: Government, Volunteers and the Private Sector—Partners in Progress. Location: Saskatoon. More information: Christine Archibald, CRCDC, One Yonge Street, Suite 2110, Toronto M5E 1E5 (416) 862-0340.

**June 15-17 Sharing Today, Caring for Tomorrow.** Direct care conference organized by the Adult Occupational Centre, Edgar. For information, contact Neva Stevenson, conference co-ordinator, at (705) 728-6910 ext. 334.



Dave Rudan

## The Barrie gathering

About 120 ministry people who work in the Barrie area had a chance to get to know each other better at an annual staff meeting in February. Talking with Deputy

Minister Peter Barnes, left, are (left to right) Bev Bernier, child care consultant, and vocational rehabilitation counsellors Sharon Lapham and Jack Mudde.



## Carrying the flame

Ted Bigelow, a ministry probation officer in Barrie, was one of the the selected few chosen to take part in the Olympic torch relay to Calgary. His enthusiasm dropped ever so slightly when he discovered that he would be riding a snowmobile for seven kilometres instead of running, but to his delight, the officials let him run the last kilometre. Jim Fitzpatrick, Human Resources administrator in Thunder Bay, was another ministry employee who had the privilege to carry the Olympic flame on its way to Calgary.



Brenda Pilley

## Future Olympic champions?

Shirley Smithson and Norm Belliveau, a captivating team in themselves, co-ordinated a fun-filled curling bonspiel for Southwestern Ontario MCSS employees and their families in January. The London event created a great environment for social interaction among ministry employees from various areas. Proud winners of the first draw, left to right, are Joe Belecky, Kathleen Murphy, and Guy Pilley. Norm Belliveau, right, presented the awards. Sharon Senior was absent when the photo was taken.



## An opportunity to communicate

“Use consultation in the real sense . . . it may be drawn out, but it does get people involved,” said Detlef Stein, of the ministry’s Kingston Area Office.

“We have the responsibility to deliver services, but no authority or input into the program decisions made corporately,” added Barb Sanders, of the Toronto Area Office.

These were just a couple of the voiced feelings of frustration offered by field supervisors of Vocational Rehabilitation and Probation Services during two separate meetings sponsored by the Operations Division.

“It’s the first time in something like five years that we’ve been able to get our supervisors together,” said Joe McReynolds, director of Operational Co-ordination, during the VRS meeting held in Toronto last fall. Twenty-six supervisors and four direct service managers from across the province had two days to meet senior program staff and to have dialogue on plans and issues of mutual concern.

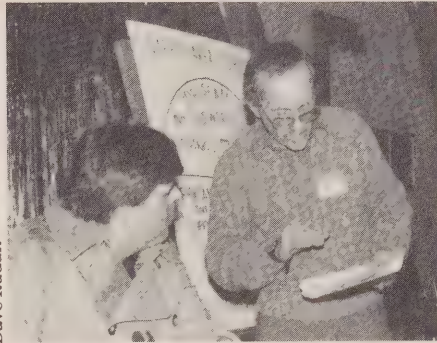
Two weeks earlier, at the nearby Ramada Inn, managers and supervisors of the juvenile probation services had the same opportunity to talk with corporate directors and field managers. One concern of Dave Crowe, Toronto West, was the escalation of sex offences since 1984.

Heather Sury of Peterborough said that the situation was similar in her

area. Other colleagues nodded in agreement.

The meetings of provincial field supervisors will take place every six months as one of the methods Operations Division is using to listen to and to consult with staff around the province. The next meeting of VRS supervisors was scheduled for April 27–28 in Toronto, and the probation supervisors for Sudbury, May 11–12.

Dave Rudan



## On the lighter side

“Jim, I know I asked for a firmly-worded letter to the Board, but can’t we try a better phrase than ‘Shape up or ship out’?” says Gayle Gammie, right, to “Super program supervisor” Jim McNamara, during the Barrie Area Office’s staff meeting in early February. To help the 120 staff to get to know each other better, the evening’s entertainment consisted of satirical skits on programs and administration.



## Quarter Century Club

Last December, Minister John Sweeney was pleased to present Quarter Century plaques to (from left to right): Frances Lobraico, Soldier’s Aid Commission co-ordinator; Myra Smithies, senior food services consultant, Elderly Services; Norm Cuthbert, team leader, Information Resources

Management; Gwen Davenport, program supervisor, Toronto; Eldon Rousselle of York Observation and Detention Home and Dorothy Walsh, project manager, Operational Co-ordination. Members of the Quarter Century Club have 25 years of service with the Ontario Government.

## Letters to the Editor

We have just received three copies of the Winter 1988 issue of *Dialogue* featuring Dave Rudan’s article on satellite homes for senior citizens. It is an extremely well prepared article that has pleased all of us immensely. A number of articles have been written in our local newspapers, but none had the instant appeal this one generated.

Carrie Kaye

Administrator, Satellite Homes  
for Senior Citizens  
Regional Municipality of Niagara  
Thorold, Ontario

Thank you for sending the extra copies of *Dialogue*. I have mailed one to Jennifer Battersby, former co-ordinator of Lambton Rural Child Care, and have obtained one for each Board member. The local response to your article on Lambton Rural Child Care is extremely favourable.

Mari Cole

ECE consultant  
MCSS Windsor Area Office

I began reading with interest in the Fall 1987 *Dialogue*, the article *Talking About Basic Human Needs*, expecting that it would reveal how institutional care givers are providing their clients with the human needs they require. But describing Dave Hinsberger, a leader of the workshop on sexuality, as being naive about the emotional and physical needs of people signalled red alert!

Sure enough, at the end of the article Mr. Hinsberger laments the difficulty of facilitating *normal* relationships *between men and women*. What I would like to know is what Mr. Hinsberger defines as normal, and why this normality exists only between men and women? Has he not heard of gay men and women, and does he not realize that they are among the clients for whom the care givers must provide “warmth, caring and sharing”?

Perhaps it was just an unfortunate choice of words. But it is just such use of words that does not help “societal attitudes (change) toward sex” (and many other human inequities), a problem Mr. Hinsberger himself cites as keeping from people their basic human needs.

Mark Eric Miller

MCSS Communications and Marketing  
Branch  
Queen’s Park



# New faces in French services

**F**rançois Bilodeau, regional co-ordinator of French Language Services for the Southeast Region since last July, joins the ministry after 10 years as a professor of social work—two years at Carleton University, and then eight years at l'Université du Québec, Hull campus. During this time, through his volunteer work with a variety of committees working to develop French language services in the Ottawa Valley, he took part in a number of initiatives in both the social service and health fields. Before embarking on his teaching career, François worked for 15 years as a front-line social worker with a variety of programs and agencies.

François holds an MSW from St. Patrick's College in Ottawa and, more recently, completed his PhD in social sciences at the Saybrook Institute in San Francisco.

A native of Ottawa, François believes the French Language Services Act will do much to accelerate the progress needed to improve services offered to the francophone community, especially in the legislated designated areas. According to François, now that the

community no longer has to concentrate its efforts on lobbying, francophones can focus instead on innovation and effective organizational and community planning. For him, this will be the most challenging and rewarding aspect of his new position.

**G**ary Champagne, regional co-ordinator of French Language Services in North Region since last October, returns to MCSS after a two-year secondment to Ottawa as Ontario's representative with the Canadian Intergovernmental Conference Secretariat. While at CICS, Gary oversaw the co-ordination of, and was secretary to, all major intergovernmental conferences of Ministers of Health, Social Services and Justice held across Canada between 1985 and 1987. He is particularly proud of the fact that, during that time, he was also secretary to all of the major conferences dealing with the question of aboriginal constitutional rights which culminated in the March 1987 First Ministers' Conference, which he co-ordinated.

A Franco-Ontarian from Cornwall, Gary studied at Carleton University's St.

Patrick's College before joining the Ontario government as a social worker with the Brockville Psychiatric Hospital in 1975. Later that year Gary joined MCSS as its first adult protective service worker in the Prescott-Russell Counties. From 1977 to 1980, as MR co-ordinator for what was then the Cornwall District, Gary played a significant community development role in the major deinstitutionalization initiative often referred to as the Cornwall Project. In 1980, Gary moved to North Bay as that district's first bilingual program supervisor, a position he held until his 1985 secondment.

Note: Raymond Fournier, who was profiled in our last issue, is now co-ordinator of French Language Services for Central Region.



François Bilodeau Gary Champagne

## De nouveaux visages aux services en français

**F**rançois Bilodeau, le nouveau coordonnateur régional des services en français pour la région du sud-est depuis le mois de juillet dernier, vient au Ministère après dix ans dans le domaine de l'enseignement en travail social (deux ans à l'université Carleton suivi de huit ans à l'université du Québec à Hull). Durant cette période, son travail de bénévolat sur divers comités intéressés au développement des services en français dans l'outaouais ontarien lui a permis de participer à des initiatives importantes dans les domaines des services sociaux et de la santé. Avant de s'intéresser à l'enseignement, il a connu une carrière de quinze ans comme intervenant social dans plusieurs types de programmes sociaux et agences.

François détient une maîtrise en travail social de St. Patrick's College (Ottawa) et, obtenu plus récemment, un doctorat en sciences humaines de Saybrook Institute (San Francisco). Comme projet de thèse doctoral, son étude portait sur: "La transition culturelle et le symbolisme du corps", basée sur une approche phénoménologique.

Originaire d'Ottawa, François pense que la loi 8 va beaucoup aider à accélérer les progrès nécessaires pour mieux desservir la population francophone, surtout dans les régions désignées. Et bien que cette population ressent maintenant moins la nécessité

d'être militante, le moment opportun est venu d'exceller par l'innovation et la planification organisationnelle et communautaire pour améliorer et créer des services en français. Au dire de François, c'est cette composante du poste qui lui présente le plus beau défi. Il trouve un peu paradoxal qu'il soit devenu fonctionnaire pour entreprendre un tel projet mais la qualité d'appui et d'engagement venant de bureau régional du sud-est l'a bien impressionné.

**G**ary Champagne, coordonnateur régional des services en français pour la région du nord depuis le mois d'octobre dernier, revient au ministère à la suite d'un prêt de service de deux ans à Ottawa comme représentant de l'Ontario au Secrétariat des conférences intergouvernementales canadiennes (S.C.I.C.). Gary était responsable de la coordination et agissait comme secrétaire lors des conférences intergouvernementales des ministres de la santé, services sociaux et de la justice tenues au Canada de 1985 à 1987. Il est très fier d'avoir été, pendant cette même période, secrétaire pour toutes les conférences traitant des droits constitutionnels des autochtones.

Franco-ontarien de Cornwall, Gary a étudié au Collège St-Patrick de l'Université Carleton avant de se joindre à la fonction publique ontarienne en tant

que travailleur social à l'hôpital psychiatrique de Brockville en 1975. Toujours en 1975, Gary est entré en fonction au ministère des Services sociaux et communautaires comme premier travailleur des services de protection des adultes dans le comté Prescott-Russell. De 1977 à 1980, à titre de coordonnateur des services aux handicapés mentaux dans le district de Cornwall, Gary jouait un rôle important au niveau d'un projet de développement communautaire en matière de désinstitutionnalisation connu sous le nom de Projet de Cornwall. En 1980, Gary est déménagé à North Bay, où il a été le premier superviseur de programme bilingue, poste qu'il détenait jusqu'à son prêt de service en 1985.

En acceptant l'offre de la région du nord d'y revenir à titre de coordonnateur régional des services en français, Gary amène avec lui une compréhension de la communauté francophone, une appréciation des réalités du nord de l'Ontario et plus de onze années d'expérience au ministère. Gary, son épouse Renée et leurs deux enfants Emilie (6 ans) et Alexandre (3 ans) sont heureux d'être de retour à North Bay.

Raymond Fournier, présenté dans le dernier numéro, est maintenant Coordonnateur des services en français pour la région centrale.



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# Dialogue

**Kids who  
aren't running  
any more**





# Ontario



Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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**COVER:** Kids who have been there say that running away doesn't solve your problems; it usually leads to a brick wall. In this issue, *Dialogue* offers a follow-up story to the recent conference on repeat runaways. See page 4 for the story. Cover illustration by John Halfpenny.

## Oakville man is this year's Volunteer of the Year

**W**hen Earl Fenton found out he had multiple sclerosis, he made a conscious decision not to let his illness keep him from helping others.

His positive attitude and his many efforts in improving the lot of others are among the reasons the former postal worker was chosen as the 1987 Ontario Volunteer of the Year.

Mr. Fenton, 66, helped establish a transportation system for disabled residents in the County of Halton as well as Halton Helping Hands, an organization serving the needs of the frail elderly and physically disabled persons. He has been associated with Halton Helping Hands for the past 15 years, and himself uses the Care-A-Van service for the disabled—which he helped to establish—to drive to the agency where he puts in three afternoons a week in volunteer work.

"Earl Fenton is being honoured for his individual accomplishments but more importantly, for the outstanding way he typifies the spirit of thousands of volunteers across this province," said John Sweeney, Minister of Community and Social Services, in April when he presented Mr. Fenton with a plaque from the Ontario government.

Besides his duties on the Oakville Handicapped Advisory Committee, which is the advisory body for Care-A-Van, Mr. Fenton has been invited to be part of the Regional Handicapped Transit Implementation Committee known as Pegasus.

Mr. Fenton was selected as Volunteer of the Year from a list of 43 individuals from across the province who were chosen to receive the ministry's Community Service Awards for 1987. They were selected by a committee of the Ontario Association of Volunteer Bureaux and Centres, and the final choice was made by Mr. Sweeney.



*Community and Social Services Minister John Sweeney greets Volunteer of the Year Earl Fenton of Oakville as he arrives at the Ontario Legislature to receive a provincial citation.*

The Community Service Award winners received their citations during a series of regional banquets held in Sault Ste. Marie, Toronto, Kingston and London.

This is the second year that the ministry has held the awards. ●



# A matter of freedom

*The Freedom of Information and Protection of Privacy Act: making information available to the public*

by Julia Naczynski

It's been a little more than half a year since Bill 34, known as FIPPA, received Royal Assent.

Since then, the Freedom of Information and Protection of Privacy Act has substantially altered perceptions about information and the public's right to access about information in provincial government files.

Elizabeth Flavelle, this ministry's FIPPA co-ordinator, feels the Act heralds a significant shift in the way the government views information and collects it—especially for a people-oriented ministry such as Community and Social Services. "It will require us to re-think the way we collect and process information and the way we use and share it," she says, "especially in terms of accuracy, reliability and significance."

"It means we're opening the doors on information."

The Act is similar to a Charter of Rights for access to information and protection of personal privacy. In brief, the Act gives individuals a process to request access to government information; they can also review their own personal information. This general right, however, includes certain exceptions which are spelled out in the legislation.

What's most significant is the access that the Act gives people to their own files. "It's the concept of ownership," explains Elizabeth. "Information belongs to the client."

One unexpected problem that has cropped up is the mistaken belief by some members of the public that the ministry's FIPPA unit at 880 Bay Street in Toronto is a central register where they can request and immediately obtain information under the Act. In reality, of course, the unit co-ordinates response to FIPPA requests that are received by the ministry's many offices throughout the province, and monitors the FIPPA process, among other functions.



*The ministry's FOI co-ordinator, Elizabeth Flavelle (seated) with staff (standing, from left) Fred Ruiter, Sharon McClemont, Holly Goren Laskin (visiting the office during a maternity leave with her infant son, Max) and Gayle Martin. Secretary Susan Nairn-Hammer was absent.*

"Our job is to co-ordinate requests for information and to meet the requirements of the Act," explains Holly Goren Laskin, a policy analyst with the unit. In a ministry as highly decentralized as MCSS, this means that people who want information should make their request to the local or area office that originally collected it.

"The people who work with the client provide the response, because they have the records and necessary

expertise to respond appropriately," says Elizabeth.

The unit's task is to confirm that the information can legally be released, and that requests for information are released within the deadlines set out in the Act. (This is generally within 30 days of receipt of the request.)

Another misperception is that anyone who wants information from the Ontario government's

## More than 1,000 requests made in first three months of FIPPA

In the first three months of 1988, the Freedom of Information and Protection of Privacy Commission received 1,383 requests for information. Of these, 620 were requests for general records and 763 were requests for personal records.

The Ministry of Community and Social Services received 83 requests for information in

the first quarter of the calendar year; 22 were for general records and 61 for personal records.

The highest number of requests for personal information was received by the Ministry of Revenue at 344 requests (most of them regarding information on property market value assessment).



records *must* go through the FIPPA process. In fact, not all requests for information need to be made under the Act. In many cases, individuals who desire information about themselves have merely to ask for it.

"Many requests are quite simple and straightforward," says Holly. "It may not mean having to fill out a request-for-information form at all." Clients should be advised that this may be possible.

Ministry staff should also be aware that the FIPPA unit is not a decision-making body and that unit staff do not decide if information can or can't be released as requested by a client. There are 71 senior people within the ministry who make those decisions: the minister, deputy minister, assistant deputy ministers, executive directors, branch and regional directors, area managers and facility administrators. Also, chairpersons of MCSS boards and commissions, as noted in the Ontario regulations, have been delegated as FIPPA decision-makers.

The unit's role in the decision-making process is to advise whether or not the request falls within the list of exceptions; if it doesn't, the information can be released.

All of this has meant a massive training program to educate ministry employees about the Act and clients' rights to information. This task also falls under the jurisdiction of the FIPPA unit at 880 Bay, which numbers only five people, including support staff.

Gayle Martin, the unit's other policy analyst, estimates that some 3,800 employees have received training about their responsibilities under the Act since mid-fall. That's besides the delegated FIPPA representatives—the decision-makers such as area managers and regional directors—in ministry offices around the province.

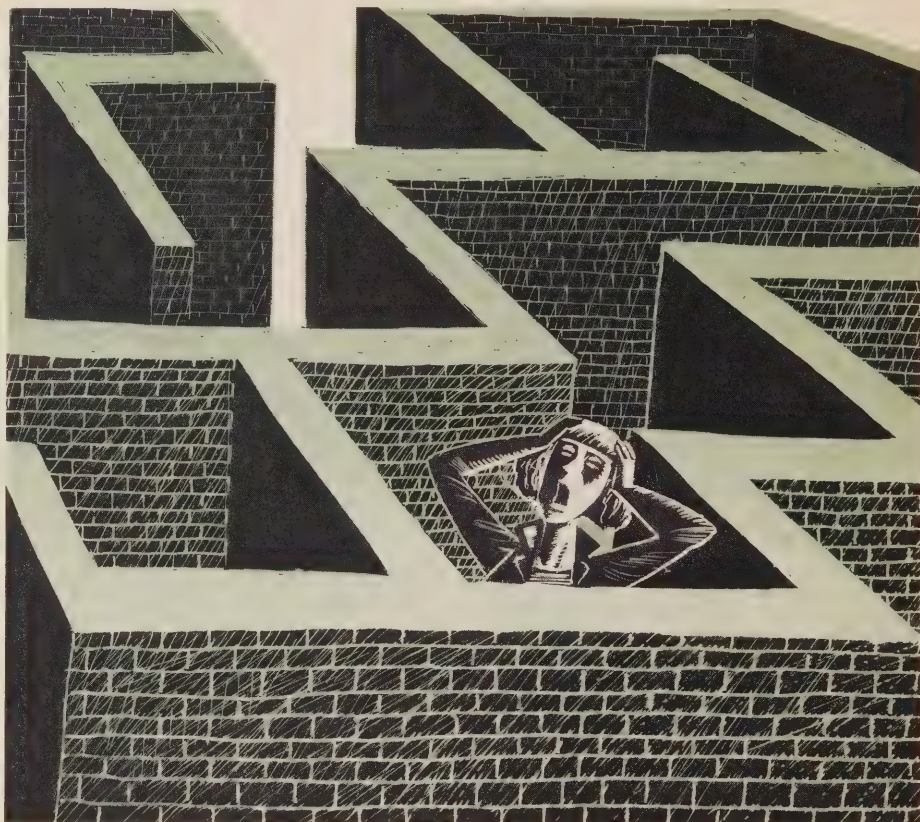
In a people-oriented ministry such as Community and Social Services, which often deals with highly personal information, the Act has many implications. But Elizabeth feels it enhances people's accessibility to information about themselves while respecting their right to privacy.

"I think the Act complements the human side of the ministry," says Elizabeth. "It respects the individual, and adds a whole new perspective on individuals and their capabilities."

# Turning away from running away

*"You live day by day and you never have any money," says one runaway who's given it up*

by Elizabeth Marsh



John Halfpenny

The person selected to act as moderator at a recent forum on repeat runaways proved to be an apt choice.

Better known as a veteran reporter with one of Canada's most respected daily newspapers, Victor Malarek is a former runaway. His painful experiences on the run are detailed in a book, *Hey Malarek*, the story of his years in the Quebec child welfare system.

As moderator of Kids Who Run, a forum held in Toronto in March on runaway kids, he was well aware of the motives of the five young people who agreed to be part of a panel discussion.

"These kids are here because they feel what they have to say will make a difference," Malarek told the audience.

"These kids" were Jesse and Connie, Gail and Kay and Joe, five former runaways. The forum was sponsored by the Ministry of Com-

munity and Social Services and the Ontario Association of Children's Aid Societies. (See *Kids who run*, our first report on the forum, in the Spring 1988 issue of *Dialogue*.)

Inviting the young people was a logical yet inspired idea. Their presence and their observations brought home to the audience, as nothing else could, the truths and realities of the life of a runaway in the 1980s.

Though well-established and successful in his professional career, Malarek has never lost touch with his early days. He was able to quickly establish a rapport with the five young people before they appeared on the panel. With his encouragement, they overcame stage fright to speak graphically about their experiences and tell their life stories before an audience of more than 300.

"I was the bad kid in the family," said Jesse matter-of-factly, remem-



bering the childhood years he spent with an uncle and aunt. Jesse's own parents died when he was eight years old. He lived uneasily and often unwanted among relatives until, in his early teens, he moved to an agency group home. It was then he began a pattern of repeated "runs," seeking freedom from regimentation.

Now 19, his running days behind him, Jesse recalled why he wasn't very good at running away. "I hated to miss school," he confessed wryly. "My [social] worker would just come around to the school the next day, and there I'd be."

Jesse is hardly the typical street-wise runaway kid. But then, none of the five at the forum could be considered typical.

They emphasized their individuality. Each asked to be treated as a person, not one of a group labelled "runaways".

Kay, a 17-year-old who has been in Children's Aid Society (CAS) care since she was 11, felt strongly about being labelled. "Everyone is treated the same. You have to realize each runaway is an individual who has personal problems. Some kids are quiet, some are violent, some are tough on the outside, but deep down, there is a heart in there. You just have to find it."

Kay claimed she was "put in an institution when there's nothing wrong with me." She rebelled against the regimentation—having to earn the privilege of TV-watching—feeling that everyone was analysing her.

She challenged all social workers with a heartfelt cry: "Why don't you just stop reading your books for a minute and be our friends!"

Kay ran to find freedom. She was able to stop running only when she found warm and understanding foster parents.

When blonde and confident Gail took her turn, she read aloud a story she had written about life as a runaway. Though the names were changed, it was clear Gail was recounting her own terrifying experiences with violent pimps and drug dealers. But, said Gail philosophically, one lesson she learned was to "get the heck outta there" when the situation became dangerous.

After three years on the street, sometimes staying in an institution "long enough to shower and eat,"

Gail is back at school, which she said she loves, working part-time as a cashier and at the Pape Adolescent Centre in Toronto. She lives with her boyfriend and her plans for the future include having children of her own. She'll make time to sit down and talk with her kids, she says, and she doesn't worry about how they may turn out.

Gail said she never worked as a prostitute herself, although she lived with male prostitutes and cleaned and cooked for them. This inclination to nurture and care for people, which may have saved her from the worst horrors of street living, is still a part of Gail. She looks forward to a career of helping street kids, advising them, being there for them 24 hours a day.

Connie, although the least forthcoming of the five, spoke eloquently about the physical abuse she suffered in care. She remembered one row that began at supper-time when she didn't feel like eating. "He (the foster father) backhanded me across the face and I fell off the chair. I started running, running, running." Placement in another foster home didn't help.

Connie continued to run away periodically. Her longest run lasted about a month and a half, she said, and she doesn't remember it with any pleasure. "You live day by day," she noted, "and you never have any money."

Connie doesn't have many good things to say about institutional care, either. "They all play head games," she says.

"They try to make you angry."

Nevertheless, she concluded that talking things over with your counsellor is the best way to go.

Joe would agree. Youngest of the group at 13, his attitude towards running resembled that of a happy-go-lucky Huckleberry Finn. "My social workers thought I was sexually deprived 'cause I always ran away with girls," he said with a grin.

Joe usually made short runs of a few hours or a few days, but "always came back home because there was no place to go." He ran from his own home because of too many authority figures, and later from a CAS group home because he found it boring.

In time, Joe came to the conclusion that the staff at the home really did care about him. He found problems could be solved when they

were discussed "one on one", and he stopped running. Now he's back living with his father and "everything is going great."

Victor Malarek is not as optimistic as Joe about happy endings. As a runaway, Malarek found the city streets kinder than the child welfare system, and he questions whether this has changed very much. "The system still makes too many unfulfilled promises," he concluded. "Something must be done for the sake of the kids, not in spite of the kids."

"The kids" each had a final suggestion to offer.

To the question, What is the most important thing to stop or prevent running?, Connie answered succinctly: "Put me in the right foster home."

Jesse offered: "Try to live a normal life. Running doesn't solve anything, it just gives you more trouble and you don't get your education."

To the question, What is the most important thing to know?, Gail replied: "Kids can't be helped until they want to be."

The audience burst into laughter at Joe's advice to would-be runaways: "Run in the summertime."

But Kay's response is the one that every would-be runaway kid should write out a hundred times and never, never forget:

"Running is easy. The hard part is coming back."

\* \* \* \* \*

When the recommendations and findings of the Kids Who Run forum were analysed, a dominant theme was prevention. Runaway prevention programs and lifeskills programs for young people in school were suggested, as well as education for the community.

Co-ordination among child-caring agencies was another recurring theme, and already, a protocol is being discussed and developed to enable children's aid societies and police to work together to help runaway kids.

Other recommendations from the conference are being considered. Training materials for service providers dealing with runaways will be developed. Conference proceedings and recommendations will be completed and distributed shortly. ●

*Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.*



# Focus on infinity

*Computer technology meets sky photography in the work of Ed Verkaik*

by Robert A. Miller

When Ed Verkaik lifts his camera to take a picture of the sky, he always focuses on infinity.

Ed takes pictures of skies and the infinite variety of clouds which fill those skies. He literally sets his camera lens to the infinity symbol, which looks like a figure-8 on its side, because at that setting, the sky is always clearly in focus.

Ed Verkaik is one of those rare people who pursue exactly what they've always wanted to do. Ironically, it was while recovering from a serious accident in his early twenties that he was able to focus in on the career path he now follows.

It was the late '60s, and Ed was working his way up in the world, toiling in the office of a Toronto sheet metal company. He was always interested in chemistry and one night was pursuing a favourite hobby—creating his own fireworks. But this time, as he mixed chemicals, the vial he held in his hand suddenly exploded, sparked by what he believes was static electricity. The blast knocked him over, and as he fell, a second vial in his pocket blew up.

"The fact that I survived the accident was truly miraculous," Ed says. "The doctors and nurses kept me alive by a thread." The explosions cost him an arm, a leg, and one eye, and he was left with 10 per cent vision in his remaining eye.

As he lay in a hospital room recovering, Ed had many hours to think. "I spent a lot of time day-dreaming," he recalls. "I was fighting off pain, trying to keep my mind busy.

"When the accident happened, everything that had gone before in my life ended, everything was history from that moment forward. I could decide to start from scratch—I had to in some ways, such as learning to write with my left hand, and learning how to read with my

reduced sight, but beyond that I could more or less choose any direction I wanted.

"I did a lot of dreaming in that hospital and I must have gone back to a lot of those things that were closest to my dreams. I was gravitating toward what I really wanted to do."

Ever since a childhood science project in which he kept track of sky and weather conditions, Ed had been in love with the sky, its infinite variety of cloud formations, its ever-changing moods. So a few years after the accident, he enrolled in university science courses with the intention of becoming a meteorologist. But when he discovered that the best he could hope for in the field was a job as a researcher, he left school to pursue his passion directly. He became a specialist in sky photography.

Since 1979, when he started his own company, Skyart Productions, Ed has photographed skies across North America. Accompanied by his wife and business partner Jerrine, he travels to where the heavens are most photogenic, often in the western part of the continent, because the atmosphere there has less moisture and consequently more spectacular views.

As Jerrine drives, Ed scans the sky. Even with his limited vision, he is able to see large white areas against a background of blue; then he reaches for his telescope to focus on the edge of a cloud formation, tracing its shape to determine its specific characteristics. Because cloud conditions change quickly, he knows he has to act fast to compose and shoot the photo he wants.

As Ed and Jerrine are gaining a reputation as Canada's "sky chase team," their international reputation is also growing. They have co-authored an upcoming book, *Spacious Skies*, with Richard Scorer, one of the world's leading authorities on clouds.



The book will feature photos from Ed and Jerrine's slide collection, which has grown to more than 15,000 images. Many different clients have purchased Skyart slides. The scientific merit of the photos attracts science educators and meteorological and geographic organizations. Other clients purchase the works for their artistic virtues—Ed and Jerrine have mounted several gallery shows and they produce items such as sky posters, cards, and notepads. Special-interest groups such as environmental protection organizations have also purchased slides from Skyart.

Because of the size of their collection and the wide range of their clients, Ed and Jerrine came to realize they needed a fast, flexible way of distributing their material. Ed decided that a computerized storage and retrieval system would increase his efficiency enormously.

Through the ministry's Vocational Rehabilitation Services (VRS) in St.





*Jerrine and Ed Verkaik with one of their sky murals.*

Catharines, he made a proposal for a computer system that would allow quick, easy access to his collection when he received a request for a photo of a certain kind of cloud. After a lengthy consultation process which investigated Ed's special needs, he now operates a ministry-owned computer system located in the office in his home near St. Catharines.

The system includes a graphics board that allows Ed to call up his sky images on the screen. "I no longer have to go through the slide collection manually, which was quite a tremendous job," he says.

By using the computer's "mouse", Ed reduces the amount of time he needs to search for keys on the computer keyboard. Now practically all of his business functions are within easy reach. He gives the mouse a couple of taps, and files jump on to the screen, showing his mailing list, client lists, and the slides in his collection. He can call up 12 images on the screen at once; a program has been written so that the images can be juggled around, or regrouped as needed.

The equipment allows him to avoid the expense and bother of producing duplicate slides whenever someone

wants to see a selection of material. If a client calls, asking to see what Ed has in the way of a strato-cumulus shot, he prints out a variety of images and sends the paper copies to the client for their perusal. When they make a selection, he sends them the slide.

Some days, Ed will spend upwards of six hours at the computer, yet he says he doesn't suffer from eye strain. "Looking at this screen is absolutely the best for me for reading," he says. "It's much better than reading a book, where I have to squint or use glasses, which are awkward for me."

**T**he computer system has had a major impact on what Ed is able to accomplish in a day. "When he was planning the system, Ed had a very clear idea of what he needed to improve his effectiveness," says Sigrid Voth, the VRS counsellor in St. Catharines who has worked with him for the last couple of years. It's part of the mandate of VRS to help people obtain equipment that will overcome their disabilities.

The goal, she says is that the computer system will allow Ed's business to flourish, so that over time he will become financially self-sufficient and will no longer require VRS assistance or Family Benefits.

For his part, Ed says, the computer assistance "provides a healthy balance of getting off the pension and expressing my personal goals." He is a strong believer in the philosophy of helping people to achieve their full potential—"not just their economic potential, but also their development as a complete human being."

**A**s Ed taps away at his computer, the waves of Lake Ontario lap softly on the shore across the road from his home. A neighbour drops by to ask what the weather will bring over the next few days.

"Because I'm a sailor, I always ask Ed when it's a good time to put my boat in the water," he says. Ed responds with the enthusiasm for weather that he's had since childhood, giving a complete forecast on upcoming conditions.

Ed Verkaik knows, and loves, the sky. Now, with the help of computer technology, it's easier for him to spread that awareness to others. ■

*Robert Miller is the editorial co-ordinator of Dialogue.*



# Some "resource"-ful help for parents

*Drop-in centres and toy libraries benefit both parent and child with a diverse range of services*

by Leah Cohen

It's 9:20 a.m. at the South Riverdale Child-Parent Centre in Toronto. Officially, things start at 9:30, but already there's a group of eager parents, caregivers and kids waiting to be let in. They're here to enjoy a morning of fun and play together—a welcome change of routine.

Over the past decade, communities have realized that families need support and encouragement in raising their children. Parent-child drop-in centres and toy libraries offer a variety of programming for parents with young children, and are found in all kinds of settings, urban and rural.

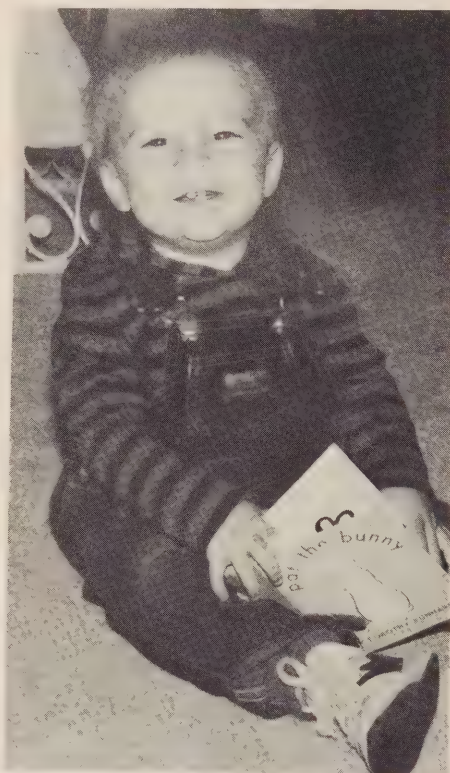
Drop-in centres are just that—a place where parents and caregivers can come and bring their children to play with other youngsters in a supervised setting.

Toy libraries loan toys which are age- and development-appropriate to the child; they are frequently used to help children with special needs. Some exist independently, often as the community's primary child care resource, or are developed as part of the services offered by a community drop-in resource centre.

The Ministry of Community and Social Services provides the majority of funding for more than 100 centres, toy libraries and child care registries around Ontario. This extension of programming has happened over the past five years under the Child Care Program Development Fund (formerly known as Day Care Initiatives).

Being a parent can be a tough and often lonely job. Parents today often don't have the support and help they once had from family and friends. They may find themselves alone with the children day after day, often as first-time parents.

Parent-child centres have an important part to play in the prevention or relief of stress for such



parents. Just talking to other parents and meeting parents like themselves can make all the difference.

Staff at centres are often early childhood educators and are trained to help. Often they can spot problems and offer suggestions to help the parent and the child.

Responding to community needs is a priority for the ministry. The Gerrard Resource Centre in downtown Toronto was created to fill such a need.

Staff members of Ryerson Polytechnical Institute's early childhood education department and their colleagues at Seneca College, George Brown College and the Ontario Institute for Studies in Education saw the need for a centre to provide high-quality early childhood expertise to all people who provide daily care for young children. The centre's activities include research, outreach and services to the community in downtown Toronto.

Another centre, Scadding Court at Bathurst and Dundas streets in Toronto, is one of only two centres in Metro Toronto offering emergency care. It's available 5-1/2 days a week to sole-support parents, teen mothers (who can learn parenting skills while being employed in the program), unemployed parents or parents searching for housing or work. Not surprisingly, Scadding Court gets referrals from all over the city.

Ongoing funding for the centre pays the salaries of two full-time workers. They have been able to deliver care to a total of 730 children from 518 families over the past year.

At Children's Place in Montrose School in Toronto's College-Harbord neighbourhood, diverse cultures meet and are respected for the different ways in which they approach the task of child-rearing. Located in the heart of the city's Portuguese community, you may find parents, children and staff speaking any of half a dozen languages, including Chinese dialects.







Photos courtesy of South Riverdale Child-Parent Centre

*Drop-in centres such as the South Riverdale Child-Parent Centre in Toronto offer more than a place to play; they provide parents and caregivers with emotional support, advocacy and referrals to other community resources and agencies.*

The centre's aide, Li Fan Chen, and the Chinese parents often jokingly say that they must speak to each other in English because they cannot understand each other's dialect!

The centre celebrates festivals from around the world, contributing to the better understanding of different cultures by both adults and children.

One important role drop-in centres can play is to help parents find caregivers within their community through caregiver/child care registries. Caregivers not only find client families but also become better at their jobs through the resources provided by parent-child centres. Informal drop-in sessions, held most days, give parents and caregivers the chance to meet on common ground.

Some parents have organized child care exchanges through their local centre. This can take place under the watchful eye of centre staff, and gives many an anxious parent a great sense of security.

Children with special needs are not forgotten. As part of the ministry's drive to integrate these children into the community, Catherine Moher, the first co-ordinator

appointed to the Gerrard Resource Centre, and Linda Lutes of Scadding Court Emergency Child Care, spend two days a week consulting on children with special needs. Visits are made to homes and child care facilities to help with individual cases.

Margaret Engel, program supervisor with the ministry's Toronto Area Office child care unit, says many of the grassroots organizations that operate the centres have learned to make their centre an invaluable community resource. Some have made their drop-in centres an outlet for the local food bank, so that parents can pick up food when they come by with their children; others organize clothing exchanges; some offer life-skills training such as lessons on how to cook.

The key to effective family support is "to nurture the nurturers," says Marg Shugg, co-ordinator of South Riverdale.

The support that families receive in community-based resources such as drop-in centres can be summed up in the words of a single mother who attends Marg's centre:

"Coming to the drop-in gives me a sense of family," she says. "The

people here care and help, and make you feel you're a somebody."

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Last year, the ministry conducted a major survey of child care support services in the province. These services—more commonly referred to as child care resource centres—are those that provide such help as toy lending libraries, caregiver registries, drop-in centres and support groups to both parents and caregivers. These have been funded by the ministry since 1980.

The survey's findings suggest that certain core components should be part of any child care support service. These core services include a child care registry; a toy library; resource materials for both parents and caregivers; education of parents so they are informed consumers; and support to both formal (licensed) and informal caregivers.

Copies of *Highlights of the Child Care Support Services Survey* can be obtained from the Child Care Branch. ●

*Leah Cohen is a researcher and writer with the financial research and policy development unit of MCSS. She was the publisher/editor of Parents' Guide, a now-defunct Toronto magazine.*



# Wilderness adventures strengthen team spirit for Waterloo staff

*Four days at Project DARE taught one ministry group more about themselves—and each other—than they ever thought possible*

by Dave Rudan

**I**t was not a typical Thursday for Marilyn Stephenson.

This particular February weekday found Marilyn, not in her familiar office in Waterloo, but in the middle of a forest on the edge of Algonquin Park. She was climbing slowly, deliberately, hand over hand up a cable ladder to a tiny perch in a tree 18 metres above the forest floor.

The temperature was a frosty minus 11 degrees Celsius and the only comforting thought was that, if she fell, there was a metre of snow on the ground to cushion the impact.

"You fool... Oh, my God, why am I doing this?" were Marilyn's thoughts as she described them later to colleagues in the Waterloo Area Office senior management team.

In a huge organization like the Ministry of Community and Social Services, all programs funnel through the Operations division to 13 community-based area offices for implementation. Area managers like Marilyn are almost totally dependent on their senior managers to co-ordinate the information that is going to their municipalities and agencies. With millions of dollars at stake, clear, inter-personal communication between managers is crucial.

To renew and to improve their effectiveness, from time to time management teams attempt to escape the normal workplace for a few days to conduct their planning and priority sessions. This year, the Waterloo office took their annual breakaway a step further: they spent it at Project DARE (Development through Adventure, Responsibility and Education), the ministry's

wilderness camp for young offenders. Ed Dubas of Waterloo Probation and Community Services had recommended a team-building approach at the camp as an alternative to hotel conference rooms.

"We spend more time with each other than with our spouses," said Marilyn, explaining why her staff felt that there was a need for the senior management team to get to know each other better.

The Waterloo office is the first area team to have a program at Project DARE designed to fit their preferred needs. It took two years to develop the program, starting from the time when Ed Dubas first suggested it.

"Everyone talks about their management team, but in reality they're not teams at all," explained Andre Clement, superintendent of the camp, which is located on the northern fringe of Algonquin Park, 22 kilometres east of South River, off Highway 11.

"A team supports each other, they have a common purpose and they rely on each other," said Andre. In the normal office environment, "people don't have a chance to talk to each other; their verbal contact is limited to specific issues." Sometimes it seems the main concern is simply to get through an agenda and meet the needs of the daily work.

It takes a great deal of courage to be a manager, Andre noted, "everyday courage, like walking into a boardroom to make a presentation." But it's an invisible kind of courage, he explained.

On the other hand, at Project DARE, "when you're 60 feet above the ground and say 'I'm terrified,' people believe you because there's real empathy."



Photos by Dave Rudan

**A few feet of snow on the forest floor was the only cushion for anyone falling from the aerial course to the ground.**

**No one did.**



**T**he growth of a relationship, whether personal or business, is based on risk-taking, "the risk to allow it to happen." In risk-taking, people are vulnerable, and not too many people are prepared to allow that to happen, said Andre.

"Then why did you do it?" asked instructor Keith Zehr of Marilyn as she described her feelings of risk when climbing up to the aerial course (a course that participants say seems to have been designed to test the mettle of a SWAT team).

"One of you said that it was a totally controlled environment... that you *can't* hurt yourself. It gave me confidence, especially after Veronica told us about a 64-year-old doing it. By the way, did he finish it?"

"No," she was told by Veronica Uzielli, the instructor who coordinated the four-day wilderness experience for the Waterloo managers. "He went up the ladder and came down again."

The work-world emphasis on self-starters and independence doesn't complement the team approach, said Andre Clement. That's why major corporations in the United States spend significant amounts of money to send their executives on team-building wilderness experiences similar to the Project DARE breakaway, which has been available to groups since 1977.

"This program is dirt-cheap and cost-efficient" compared with other management programs, said Andre.

However, "some managers wouldn't consider this program as an option in developing participatory management."

"This isn't a boot camp," he emphasized. "We're not trying to damage people. We can accommodate the strengths and weaknesses of all groups." Participants don't have to choose the obstacle courses, he said.

"It is the environment that makes the difference because all points of reference are new." Later, the Waterloo Area Office group—Hilda Jetter, Annette Twist, Les Phillips, Mal Coubrough, Gerry Gross, Mary Hammell and Marilyn—sat on the floor of their dormitory at Project DARE, talking about their feelings of anxiety, helplessness, exhilaration and the fun they had over the four days.

Hilda said she volunteered to do



**T**he log walk, carried out about two storeys above the ground, was part of the aerial course.

the aerial course first because of her fear of heights. Her progress on the "commando crawl" portion of the aerial course slowed as she brushed away the snow in her path, while balancing her prone body on the 10-centimetre-wide yellow rope.

Two stories below, her colleagues patiently followed her progress to the "swish-swish" rhythm made by nylon snow pants, as they marked time in the snow to keep the circulation to their feet.

**"D**oing great, Hilda." "You're almost there..." "Lookin' good!" they called encouragingly as they watched Hilda struggling along the rope. Later, in the warmth of the room she talked of the ordeal of walking across a snow-covered log without holding on to anything.

"I've never experienced fear like that. I was up there and I felt stranded... I was drained, but there was never a question in my mind that I wasn't going to finish it," said Hilda.

"We had a lot of empathy for you," said Gerry.

"It was beautiful up there," said Mary Hammell, describing her view from the perch when she gazed down on her colleagues. "The trees all around and the support you all were giving me was almost like a safety net."

Marilyn wondered how they could capture and maintain the feelings of empathy and support without the nerve-racking motivation of an aerial course.

At the office there is a frenzy of activity "and more on our plate than we can handle," said Marilyn. "We need time to focus in on each other."

"The task out there is easier than the one in the office," reflected Les. "I was very impressed with the resilience and resources we have in extreme stress and how we can help each other. It was a good experience."

"With the right kind of direction and unqualified support of the team, I succeeded in tasks that I thought were impossible for me," said Marilyn of the value of her wilderness experience. "It's given us the confidence to take on other challenges—in the bush and in the workplace."

She recalled her feelings of triumph as she stood safely on a perch, locked in a bear-hug with a tree upon completing the log walk.

"I wasn't going to hesitate," said Marilyn, admitting that she had cheated by holding on to the safety cable.

"Great... how about going back and doing it right?" called up an instructor.

"Suck eggs," was Marilyn's good-natured reply. "I love this tree!" ●

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*\*Andre Clement is now the YOA Co-ordinator, North Region.*

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*Dave Rudan is a communications co-ordinator in the MCSS Communications and Marketing Branch.*



# Bridging the gap between school and the work world

*At Southwestern Regional Centre, co-op students learn about career choices through hands-on experience*

by Joan Eastman

Every year, young people graduating from college and university face the same conundrum: they can't get a job without experience, and they can't get experience without a job.

One of the ways this universal problem is being overcome is through co-operative education—an educational system that's planned around regular work stints in real jobs.

Southwestern Regional Centre (SRC) is one workplace that has welcomed co-op students. SRC, near Blenheim, is a treatment and training facility for almost 600 people with developmental handicaps. SRC takes in students from the University of Waterloo, University of Windsor and the University of Guelph, and has expanded its involvement in co-op education to include high schools and colleges.

Although the focus at SRC is providing service for people with developmental handicaps and their families, "as a centre which provides services to the community, it's our belief we also have a responsibility to share our knowledge and skills with others," says Lloyd Jackson, SRC administrator.

Located on 329 acres alongside Lake Erie, the centre is often described as a community within itself. Few employers can offer a wider array of career opportunities: psychology, kinesiology, physiotherapy, information systems, applied technology, music therapy, nursing, child care, audio-visual, journalism, trades, agriculture, retailing, dietary, secretarial—the list goes on.

"Providing educational opportunities for students has obvious advantages for the student but also advantages to us," Mr. Jackson notes. Students meet people with developmental handicaps—often

for the first time.

"It gives young people an opportunity to work with and sometimes become friends with someone less fortunate than themselves," said Mr. Jackson. "Such an opportunity is possibly one of the best ways to help our clientele become more accepted as members of society."

"It's also very obvious that our residents enjoy the company of young people, and they benefit greatly from their presence and interactions with them."

Two-thirds of the residents at SRC have been diagnosed as having profound developmental handicaps and many also have multiple physical handicaps. Students learn that diversity and "differentness" can be valued and appreciated.

Student Alex Koski of Peterborough says he came to SRC with uncertainty. "When I see one (a person with a handicap) on the street now, I'll not be fazed at all—not undergo the tendency to stare. Each person is an individual. You can't put a label on them."

**"If you tell people, they will forget; if you show people, they may remember; but if you involve people, they will understand."**

—old Chinese proverb

Mr. Jackson hopes the co-op experience at SRC will encourage some students to pursue careers in the professional human service field, or other trades or technical careers that are needed to support organizations such as SRC.

Mary Ann Elliott, co-operative education co-ordinator at Ursuline College/The Pines, a high school in nearby Chatham, says that what her high school students learn at SRC is worth its weight in gold: "At first it's a cultural shock to go to the centre, but once you've been there



*Deanna Milner washes a resident's hair in the centre's hairdressing salon.*

long enough, they're just like everyone else," she said.

"One of our students said, 'Now I see them through different eyes.'"

Interestingly, the co-ordinator says students themselves suffer from prejudice. "Many adults believe teenagers are misfits with no dedication to anything. If that's their attitude, then we must get the students out into the public eye. We have to get rid of the perception of how people see these kids."

That's exactly what the Ministry of Education is doing. Funding for co-op programs for the 1987-1988 school year resulted in a whopping 338 per cent increase in the number of registrants in Ontario separate high schools to almost 2,700 students, and tripled the number of participating schools. The public school boards, which were already involved in co-op education, experienced a surge to almost 27,000 participants, representing a 38 per cent increase.

At Ursuline College, students work at SRC in the mornings and return to school for regular classroom instruction in the afternoon. This fall, SRC is providing a classroom, with an option for two more, so the students do not have to make the half-hour-plus drive every day back to school.

It's important to help students feel they are an integral part of a work team. At SRC, the staff succeed in making students feel their contribution is recognized and valued.

"The staff at the regional centre are so accommodating and willing to make it work," says Mary Ann





*Kristine Verbeem learns to care for toddlers at Southwestern's child care centre.*

Elliott. "Even when the teenager is not suited for that job, they keep with them and start to work on other skills, and encourage them to grow so they can see what they can do for the rest of their lives."

Remarkably, more than half of the students in one class changed their minds about their career choice after co-op placement. That's not necessarily a bad thing, because the students realized more options are available to them than they originally thought. "They need more career counselling. There are four million career choices, but they still think they have to be secretaries, nurses and teachers," said Ms. Elliott. "That's going to change."

"I can't decide between physiotherapy and kinesiology so I came to Southwestern to compare the two," says Shirley Rietdyk of Cedar Springs, the tiny crossroads community where SRC is located. "Maybe 15 or 20 per cent of university students are like that (unsure of their career choice). A lot of people switch their major (course of study) after the first year. There's a big difference between what they teach you in school and what actually goes on in the workplace. It's not the schools' fault."

"It gets rid of all your delusions," comments Keith Hartman of Hanover, whose principal task at SRC was the development of a computer program for the centre's dentist.

The benefits to an employer are numerous, says Lori Aselstine, who manages a continuous stream of university students through SRC's kinesiology department. "We get fresh ideas every four months. The students keep us on our toes. They are always asking questions, and it forces us to keep really current."

For university and college students, co-op education can be a



*Co-op student Dan Donais receives instruction from carpenter Bruce Cowan in the trades department.*

solution to financial roadblocks on the way to completing their educations. Wages at a co-op placement are commensurate with job duties and can be 60 to 80 per cent of a regular starting salary; in addition, the demand for co-op students has generated competitive wages among employers.

Transportation and living costs, however, cut into student pocket-books. Work placements often alternate with classroom study and switch every four months, and if school and the workplace are in different cities it can lead to a nomadic existence.

However, "it's a nice break after four months of school," says Warren Sullivan of London. "The money pays for the next school term. And you get used to moving."

One of the most valuable aspects of co-op education is gaining up to two years of on-the-job experience.



*Marg Najdzion shows student Carla Rodrigues how to help a resident in the crafts workshop.*



Photos by Joan Eastman

*Co-op students Tammy Askew and Shirley Beaudry assist nurse Carolyn Lancaster in setting up a tray for the infirmary.*

In most areas of the province, the unemployment rate for youth—those 15 to 24 years old—is between 12 and 15 per cent; experience gained through co-op placements can significantly improve the student's chances of being hired.

Co-op education is growing. In 1973, there were 10,000 co-op students in 15 institutions across the country, according to the Canadian Association for Co-operative Education. That number is expected to soon be 35,000 students, says the association's president, Jim Wilson, who is also director of co-operative education and career services at the University of Waterloo.

The Kitchener-area university boasts the most extensive co-op education operation in the world, with placements coast to coast in various fields. The federal and provincial governments, including the Ministry of Community and Social Services, account for more than 10 per cent of the university's co-op placements.

According to Mr. Wilson, the enormous demand by students for co-op education is impossible to meet at this time. In September 1987, 10,000 people applied for 2,300 places in courses with co-op opportunities at Waterloo.

Reciprocally, the request by employers for co-op students was also unmet. "Last work term we had 1,000 jobs we could not fill," he said. The greatest demand was for co-op students in the computing field.

Co-op placements are one way to serve social and community needs—those of the ministry's clients as well as those of future employees, who need the experience only an on-the-job placement can provide. ●

*Joan Eastman is an information officer at Southwestern Regional Centre.*



# A vote of thanks to Dr. Ralph Garber

One of Canada's most respected academics in the field of social work has been honoured for his decades of service to the community.

A reception was held in May to honour Dr. Ralph Garber as he concluded a 10-year appointment as Dean of the University of Toronto's Faculty of Social Work.

Given by the Alumni Association of the Faculty of Social Work at the home of Dr. George Connell, president of the university, the reception was attended by the Minister of Community and Social Services, John Sweeney, on behalf of the Government of Ontario. He presented Dr. Garber with a plaque from the province in recognition of Dr. Garber's work on adoption disclosure and the prevention and treatment of child abuse.

In 1978, Dr. Garber chaired the Minister's Task Force on Child Abuse. At that time, child abuse was just coming to public awareness as a serious social issue.

The report, presented to the Ontario Legislature in June, 1978, had a major impact in improving services for abused children. This included ministry funding for training programs for CAS protection staff, supervisors, and foster parents; the development of guidelines for after-hours and emergency services; and substantial funding increases to give CASs additional protection staff.

More recently, Dr. Garber's interest in child welfare led him to become chairman of the Standing Committee on Prevention at the Ontario Centre for Prevention of Child Abuse in 1985.

In that same year, MCSS commissioned Dr. Garber to review the matter of disclosure of adoption information. His subsequent report, released in late fall of 1985, advocated easier access to both non-identifying and identifying information for people affected in an adoption.



*Eileen Garber and her husband, Dr. Ralph Garber, chat with Community and Social Services Minister John Sweeney at a reception honouring Dr. Garber.*

Many of his recommendations were incorporated into the new policy of Bill 165, the Adoption Disclosure Statute Law Amendment Act. The new legislation permitted disclosure of non-identifying adoption information on request, the release of identifying information on two-party consent and active search for birth parents and birth relatives at the request of an adult adoptee. The report also resulted in funding for the expansion of the Adoption Disclosure Register and CAS disclosure staffing.

In 1987, Dr. Garber became a founding member of Canada's first policy research centre on children, youth and family. Called the Institute for Children, Youth and Families (now funded by the ministry), he was chairman of the founding board and continues to serve as chairman of the ad hoc committee.

Dr. Garber's many associations with the ministry include serving

as a consultant at the Thistletown Regional Child Centre from 1979 to 1982, and as a member of the Staffing Qualifications Advisory Committee from 1985 to 1987.

His distinguished service in social welfare includes roles as chairman of the steering committee on the National Task Force on Day Care, president of the Canadian Association of Schools of Social Work, vice-president (Ontario) of the Canadian Council of Social Development and president of the national CCSD. In Toronto, he has served as president of Justice for Children and on the boards of the Family Service Association of Metro Toronto and of the Social Planning Council of Metro Toronto.

To honour Dr. Garber, a fund has been set up by the alumni. To be called the Garber Creative Initiatives Fund, it will foster the development of joint creative ventures between the Faculty of Social Work and the social welfare community. ●

Chico Theuschel



# Launching into the future

by Sandra Adams

Staff of the Employment Equity Program are working diligently to establish workplans to support the goals and objectives of the government's strategies for renewal. This work includes planning for diversity and employment equity to ensure equal employment opportunities for employees.

In order to accomplish these goals and objectives, it is necessary for employers and employees to become sensitized to a diverse multicultural workplace and to fully comprehend the needs of our changing society as a whole.

Training sessions have been developed for presentation to ministry staff. These sessions are designed to assist the ministry's employees to become aware of employment equity initiatives. The designated groups include francophones, persons with disabilities, racial minorities, women and aboriginals.

The sessions will touch briefly on the systemic barriers that prevent individuals from attaining equal employment opportunities and how we can try to better educate ourselves in understanding and accepting cultural differences in the workplace.

## The Changing Scene conference

On March 2, a conference entitled "The Changing Scene" was held in Thunder Bay at the Valhalla Inn. This conference was held in support of the Employment Equity Program's expanded mandate and was co-ordinated by two staff members, Debra Tackaberry and Carol Smith. The opening remarks were presented by the assistant deputy minister of the Finance and Administration division, John Burkus, and the program manager of the Employment Equity Program, Kerry Delaney.

The luncheon keynote address was presented by Judy Erola, president of the Pharmaceutical Manufacturers Association. Ms. Erola was formerly the federal Minister Responsible for the Status of Women, Minister of Mines and Minister of Consumer and Corporate Affairs.

## Incentive fund

An incentive fund will again be available in support of proposals submitted by managers for career development opportunities for employees representing the designated groups. This year, the focus is on financial positions for women and new proposals for other employees.

To date, a large number of proposals have been submitted for all groups and we take this opportunity to encourage line managers to continue in their support and effort in maintaining an equitable workplace for their employees.

The incentive fund provides training and development for employees to enhance existing skills, knowledge and expertise and assist them in achieving their career goals. ●

*Sandra Adams is a program assistant in the MCSS Employment Equity Program.*

## LOOKING BACK

### J.J. Kelso, the father of child welfare in Ontario



J.J. (John Joseph) Kelso is widely recognized as one of Ontario's earliest child welfare advocates.

Born in 1864 as the eighth of 10 children whose parents emigrated from Ireland, Kelso earned a reputation as a reformer early in his adult life. He was responsible for the founding of the Children's Fresh Air Fund in 1888 as well as the Santa Claus Fund, out of which the Toronto Children's Aid Society was created in 1891. The Toronto CAS became the model for the 1893 Children's Protection Act, more formally known as an Act for the Prevention of Cruelty to, and Better Protection of Children.

As a result of the Act, Kelso was appointed the first superintendent of Neglected and Dependent Children of Ontario in July 1893. He was

only 29 years old, and held that position for 41 years, promoting the establishment and development of the province's Children's Aid Societies.

In 1921, with the expansion of child welfare services, Kelso was appointed administrator of Ontario's first Adoption Act and the Children of Unmarried Parents Act.

His other work in social reform included participating in the children's court movement, the closure of reformatories, the organization of playgrounds in Toronto and advocating mothers' allowances.

He died in 1935, a year after his retirement from public administration. ●

**June Langille-Harris**

*Reference services supervisor, MCSS Library*



### Nautical theme revives winter-weary northern staff

“‘W’ on’t you let us take you on a sea cruise?” That could well have been the theme for North Bay district and local staff who were enticed into attending a two-day breakaway conference with some imaginative techniques.

Instead of calling it a staff conference, the planning committee—co-chaired by Roy Ettles, district planning officer and Jane Halliday, district administration officer—decided to build the conference around the theme of a cruise. To encourage a lighthearted approach to the event, nautical terms were used before and during the conference, which was held at Hidden Valley Resort in Huntsville, near Algonquin Park. The two buses that took staff on the 1-1/2-hour trip were “ships” and a Name-The-Ship contest was held (the winner,

“Angers Away,” emphasized the stress-relieving atmosphere of the event). Conference co-ordinators were “cruise directors,” area manager Jim Pride became “Admiral Pride,” and upon arrival, everyone checked into their “state-rooms” and “cabins.”

Brightly-coloured casual summer clothes were the order of the day and provided a welcome contrast to the snowdrifts outside.

A series of workshops and general sessions provided the “crew” with invaluable new information about the ministry and its programs. These included such subjects as the corporate plan, an update on income maintenance, the new “spouse in the house” rulings, and new directions in child care. Other workshop topics included community support and the Young Offenders Act, project opportunities in vocational rehabilitation services, the Multi-Year Plan, and information on community programs and transfer payment agencies.

Of special interest to the North Bay staff was a workshop on the French Language Services Act and how it will affect the district and area offices (the district is in one of the designated areas).

More than 100 people attended the breakaway conference, which included an evening of home entertainment starring many of the attendees.

“The whole thing was a tremendous amount of fun and there were many friendships made as a result,” said Roy Ettles. Many of the staff who attended are located in the local offices, and many had never met district staff in person before, he said. “It was a terrific opportunity for people to finally attach names to faces” and meet people they had previously only spoken to over the telephone.

The planning committee included Sharon Smith, area executive officer; Gerry Franklin, area finance; Randy Sandvik, probation officer; Cathy Chaput, support staff for income maintenance; Denise Straus, VRS counsellor; Helen Fischer, ERO; and Marc Bedard, legal aid assessment officer. ●



Louise Alcock, a member of the North Bay office secretarial staff, is properly decked out for the “voyage” to Hidden Valley.

### Honouring Elsie



Elsie Etchen and husband Eric share a moment at her retirement party.

Elsie Etchen’s retirement got off to a grand start earlier this spring.

She jetted off for a six-week tour of New Zealand—but not before her colleagues in the Research and Program Evaluation unit in Toronto held a retirement party in her honour.

Elsie retired as manager of the unit after 31 years with the Ontario government—a distinguished career that began in 1956 with Elsie in a special role. She was originally hired as a classification officer with the Civil Service Commission—one of only three or four such positions at that time: “I was the first woman classification officer they’d ever hired,” she noted.

In 1967, Elsie transferred to MCSS, where her career included work on projects such as the Special Senate Committee on Poverty, the 1971 Victoria Conference on the Canadian Constitution and the Child and Family Services Act.

Elsie’s plans for the future include more travel as well as volunteer work. ●

### COMING UP

August 14–18 **Corrections Overload: Turning Problems into Opportunities**, the American Correctional Association’s 118th Congress of Correction. Location: Denver, Colorado. For more information, contact the ACA, 4321 Hartwood Road, Suite L-208, College Park, MD 20740 (301) 699-7600.

October 3–5 **Focus on Child Abuse: New Knowledge, New Directions**. The 3rd annual conference on child abuse sponsored by the Institute for the Prevention of Child Abuse. Location: the Skyline Hotel in Toronto. For information, contact Abby Katz Starr, conference co-ordinator, at the institute at 25 Spadina Road, Toronto M5R 2S9 (416) 921-3151.



## They made the grade – and they have it in writing

**T**his cheerful group of staff at CPRI (Children's Psychiatric Research Institute) in London is smiling because they were among the first to receive their Certificate of Behavioural Competency, part of the ministry's new behavioural training and treatment procedures standards. The new standards, which came into place in January 1987, replaced outdated standards from 1979.

The group of CPRI residential supervisors and staff development officers in the photo originally participated in a training day with Dr. Jack Albin, the facility-level co-ordinator of behaviour modification, and with Louise Goldschmidt, director of resident care, on December 10. Six weeks later, on January 25, CPRI administrator Eugene Sorin presented the group with their certificates of behavioural competency—possibly the first official group of supervisors trained on the new standards in the province.



Doug Sutherland

Shown in the photo are, from left to right (front row) Dr. Benjamin Goldberg, director of treatment training and research; Dr. Albin; Louise Goldschmidt; and Mr. Sorin.

The CPRI staff in the back row are:

Verna Sheppard; Betty Gould; Helga Gazda; Betty-Anne Westlaken; Sue Martin; Joan Byrne; Gordon Hardwick; Bob Shaw; Pauline Keeler; Cindy Ouellette; Val Wicks; Klaus Korb; Jeff Sadler; and Mick Lynch.

## Communications awards captured at annual competition

The MCSS Communications and Marketing branch picked up four communications awards at the 1988 Forum Awards in April. Forum is a professional development association for Ontario government communicators.

A gold award was presented to Shirley Paquette, for her role in the production of *A Place to Belong*, a video on integrating disabled children into the community.

Debbie Adamson received a silver award for *Human Resources: Planning and Managing Change*.

Honourable mentions were given in two internal communications categories to *Dialogue*. Dave Rudan received an honourable mention in the feature story category for *A Day In The Life: Debbie Ramsay, early childhood education consultant*.

The Fall 1987 issue of *Dialogue* was awarded an honourable mention in the category of employee publications (one issue), staff co-ordinated. Robert Miller and Debbie Adamson were presented with the award. ●



## New faces in human resources

Because a number of new human resources managers came on-stream at the same time, Human Resources Management and Staff Development decided to hold a special orientation session in May. The orientation covered such topics as occupational health and safety, learning resources, the Human Resources Gazette and local human resources information systems. Other subjects included the recently-enhanced audio-visual services available through the library, small group discussions

and career planning. The 18 who attended the 2-1/2-day orientation then scattered to area and local offices and facilities throughout the province.

Seen getting into the spirit of the *Setting Directions for the Future* human resources poster are (from left to right) the assistant deputy minister of Finance and Administration John Burkus, with orientation participants Mike Noon, Lynne Swanson, Denis Carrière, Suellen Wright and Ron Surgeoner. ●



## Senior volunteers learn how to be street-smart

Almost everyone's heard of streetproofing children—teaching youngsters the skills they need to be safe in public places.

But streetproofing seniors?

That was one of the topics at the Northwest Area annual conference for Senior Volunteers in Service (SVIS), a three-day gathering held in Fort Frances recently.

About 35 senior volunteers from various communities across the northwest attended the conference to exchange ideas and information about seniors' programs in their districts.

With more than 40 communities throughout the Northwest, this area of the province has one of the largest SVIS programs in Ontario. SVIS is a ministry-funded program that provides active seniors with an opportunity to help other seniors in their community with friendly visits, assistance with transportation and similar activities. The program will be 15 years old next year.

"It's incredible the number of things they do," said Karen Williams, special needs agreement officer and SVIS co-ordinator for the Kenora/Rainy River District, who co-ordinated the conference.

Those who attended the conference were from the Thunder Bay District SVIS and the Kenora/Rainy River SVIS.

Constable Rick Shell of the Fort Frances police department spoke at length on streetproofing for older people. Crimes against seniors are on the rise, and the constable offered a number of tips to help seniors avoid becoming victims.

Never leave outside doors unlocked, even if you live in an apartment building and are merely visiting someone briefly next door, he advised the group. Don't be frightened, but do be cautious, he suggested.

Other conference topics included senior centre activities, the North-western Ontario Senior Games, and a talk by Katie Heikkinen of the Ministry of Northern Development and Mines about the role of her



Senior volunteers (from left to right) Iris Evald of Pass Lake, Noella Kelly of Beardmore and Paul Giasson of Nipigon proudly hold awards presented by Terry White, district manager for the Kenora/Rainy River District office, along with senior volunteers Mickie Popowich of Nakina and Laura Russell of Atikokan.

Karen Williams

ministry in seniors' programs, such as funding for extended care units and medical clinics.

A tour of Rainy Crest, a home for the aged in Fort Frances, was included on the agenda.

A highlight of the conference was

a special awards banquet and presentation by Terry White, the Kenora/Rainy River District manager for MCSS, who presented plaques to several senior volunteers who have served for five years or more in SVIS. ●



Dave Rudan

## New digs opened in Niagara Falls

For the first time, Income Maintenance, Vocational Rehabilitation and Probation and Community Services are all under the same roof in "the honeymoon capital of North America" with the May 2 opening of the new Ministry of Community and Social Services office in Niagara Falls.

The three-storey building at 4701 St. Clair Avenue also houses the Niagara Housing Authority, the local office of Family and Children's Services and—believe it or not—the Canadian Security Intelligence Service (CSIS), which is next door to MCSS's offices. "A lot of our clients

wander into their office first because their door is usually open," said John Carson, income maintenance supervisor.

Helping out at the opening ceremonies were (as seen in the photo, left to right) Michelle German, income maintenance clerk; Gerry Jackson of Probation and Community Services; Don Cornish, area manager from the Hamilton Area Office; Niagara Falls mayor William Smeaton; John Carson; and Dana Bertin, income maintenance clerk. More than 80 dignitaries and friends were on hand for the official opening. ●



# On the road to cutting costs

**M**inistry staff spend a lot of time on the road.

In fact, we drove more than 21.7 *million* kilometres during the 1986-1987 fiscal year on ministry business.

Of that total, 69 per cent of the travel was done using personal vehicles.

That's a lot of additional expense for MCSS, because it costs the ministry more than five cents per kilometre extra when an employee takes his or her private car on business instead of a ministry pool vehicle.

"The ministry fleet was utilized at only 53 per cent of its capacity in that fiscal year," says Bill Mocsan, supervisor of fleet management with the ministry's Capital and Administrative Services at head office. "In terms of dollars spent, the ministry fleet represents 31 per cent of the total distance travelled but only 17 per cent of the total transportation costs—which, by the way, were nearly \$4.5 million in 1986/1987."

To combat these costs, MCSS—along with all other provincial ministries—is gearing up for an overhaul of fleet management practices, vehicle control measures and a general improvement in fleet administration and transportation management. (The ministry's fleet complement includes such vehicles as snowplows and buses as well as passenger vehicles.)

MCSS has joined forces with the provincial Fleet Administration Council (FAC) and is working on the implementation of several projects aimed at significantly improving ministry fleet management and reducing transportation costs.

A fleet management committee has been formed with representatives from every region. The chairman is Danny Cuvelier, manager of general services in Toronto; Central Region is represented by Iain Whyte in the Mississauga Area Office; Southwest Region by Bill Gregg at Southwestern Regional Centre and Gord Walker at CPRI; Southeast Region by Dennis Staples at Rideau Regional Centre; North Region by Stan Kunto in Sudbury; and head office by Chad McCleave and Bill Mocsan.

The committee has prepared an action plan aimed at meeting a savings target of five per cent as

set by the Management Board.

The 10-point list of recommendations reflects "simple, straightforward, commonsense-type approaches to many of the problems," says committee chairman Danny Cuvelier. These include fleet management training and seminars; driver training for professional drivers; standing agreements for discounts on fuel purchasing; and vehicle maintenance, emergency servicing and routine servicing agreements. Other recommendations include better use of manufacturers' warranties; improved

vehicle dispatching and scheduling; improved vehicle data analysis and reporting; the purchase of additional pool vehicles; and recognition of achievement for offices and individuals.

If you would like to obtain more information on what *you* can do to participate in the fleet management program—and ultimately save wear and tear on your own car—feel free to contact Bill Mocsan at 416-965-5723. "I'm always looking for ideas on how to improve the administration of the ministry fleet," he says. ●

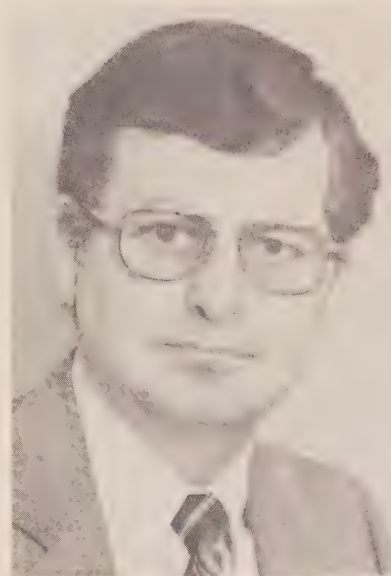
## New branch created

The ministry's Accounts branch at Queen's Park has joined with the Federal/Provincial Cost Sharing and Financial Advisory Services unit to create a new branch.

The new branch, which came into being April 1, is called the Financial Services branch.

Jim Tighe is director of Financial Services, and Jack McKnight continues to be associated with the cost-sharing area as senior advisor. George London, co-ordinator of the Financial Support Services unit, and Robert Silverston, co-ordinator of the Financial Research and Policy Development unit, report to Jim.

It's expected that these changes will result in better use of the ministry's resources in support of corporate and field activities. ●



Jim Tighe

## Federated Health: \$7,000 over target

The annual Federated Health Campaign for 1988 has wound down after a flurry of bake sales, rummage sales and raffles, canvassing, carnation sales and Olympic competitions. The 1988 total target of \$700,000 has been reached. MCSS's target is \$25,000 and, as we go to press, \$32,000 had been raised.

Last year, the grand provincial total raised to support nine health-related charities was \$647,564. Of that amount, our ministry contributed \$30,075 through the generosity of 59 per cent of staff who donated to the cause.

This year, with two new charities added to the list—the Canadian Foundation for Ileitis and Colitis and the Ontario Federation for the Cerebral Palsied—the ministry's

campaign co-ordinator, Bernice Wilkinson, is helping to literally turn those figures around so that 95 per cent of staff make donations.

Next year's donations to Federated Health can be made through payroll deduction, and this painless way of giving is expected to make the task of raising funds somewhat easier.

Meanwhile, hearty thanks and appreciation are due the organizers, captains, canvassers, special events co-ordinators and contributors.

The MCSS campaign team included Ed Magder as treasurer, Pat Cunningham as deputy co-ordinator, Margaret Chai as deputy treasurer, Bunny Newman as manager, protocol and Elizabeth Marsh, publicity and special events. ●



# The Impossible Takes A Little Longer

***A new film demonstrates how five women—including a ministry VRS counsellor—handle work and home as well as physical handicaps***

by Julia Naczynski

**A**t one time or another, everyone feels overwhelmed by the demands of a job.

But for people with disabilities, holding down a job is even tougher because of the many obstacles that have to be overcome—the practical obstacles as well as the attitudinal.

Many able-bodied people "still see handicapped people as standing on street corners selling pencils," rather than as fully-participating, productive workers and employees, says the husband of one of the women profiled in *The Impossible Takes A Little Longer*, a recently-released film from the National Film Board of Canada.

The film examines the experiences of five women who have disabilities and how they manage their disabilities at work and at home.

One of the women featured in the film is Kathryn Drummond, a vocational rehabilitation counsellor with the ministry's Toronto south east office.

Besides Kathryn, who is quadriplegic, the film profiles four other women. Anne Musgrave is a mother of three and community service manager for the Ontario March of Dimes who is blind. Linda McBride is a single parent who is paraplegic and deaf, Veena Kawa is a drafts-person who does cadastral mapping and is deaf, and Janet Youdell, one of Kathryn's clients, works as a researcher and uses computers to overcome her cerebral palsy.



Vera Kawa, Kathryn Drummond and Anne Musgrave, three of the five women seen in *The Impossible Takes A Little Longer*, at the film's premiere.

The film shows how the women manage their disabilities, including how they are able to use technology to live more independent lives. The five are seen at work and at home, carrying out the tasks of daily living such as getting to work on public transportation, attending staff meetings, going shopping, looking after children and preparing meals.

Kathryn is in an unusual position: she is a person with a disability who counsels people with disabilities. She works with people who have handicaps that interfere with their ability to secure or maintain employment. She assesses their vocational potential, helps them determine what kind of work would best suit them, finds appropriate training and assists with job placement.

As a professional who is well aware of the many obstacles disabled people must overcome to be employed, Kathryn talks in the film about the importance of work. Early in the film, she talks about the sense of self-worth and purpose that work gives her.

"It's unfortunate we don't regard participation in community groups, volunteer work, consumer groups, as a valid form of work... that's one way of looking at being productive in society and playing your part," she says in the film.

Armed with two degrees—both earned after the accident that created her disability when she was 17—Kathryn is well aware of the extraordinary effort needed in day-to-day living with a handicap.

"Frustration" she says candidly in the film, "is what you have to accept" because "you're always fighting against something"—

including the urge to give in to your disabilities.

In an interview for *Dialogue* recently, she said she was not surprised by Anne Musgrave's statement in the film that 50 per cent of the disabled are unemployed. "I'd say it's higher than that—probably closer to 60 per cent."

She believes that her participation in the film will help people to view persons with disabilities as individuals, rather than as part of a group called "disabled."

"I think it's important that other disabled people and the general public see how you can manage and do your work."

Technology and the assistive devices that have resulted from it have helped disabled people tremendously in coping with work and at home, Kathryn noted. "I think we've seen the tip of the iceberg in technology and what it can do for the disabled," she says in the film.

Kathryn herself uses an electrically-powered wheelchair to move about, and uses assistive devices such as touch-operated selector controls to use the telephone and dictating machine in her work, both at the office and at home. (She works at the Toronto south east office in the mornings, and from home in the afternoons.)

Kathryn's only criticism of the film is that it is almost too positive. By profiling working women who have learned to deal with their handicaps, it didn't put enough emphasis on the magnitude of the obstacles that disabled people face, she said. "There's an awful lot of struggling going on—and most people don't realize how hard it is." ●



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# Dialogue





# Ontario



Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

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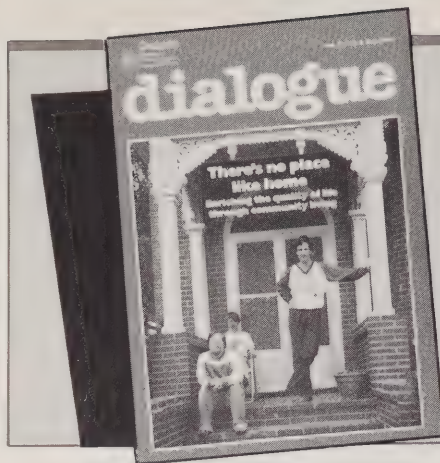
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**COVER:** Community living has enhanced the lives of many people with developmental handicaps. Among them are Donald Fox (seated on step), David Groom and Gary McCafferty (standing), who live at 6 Paul Street in Picton. Their home is one of 13 group and approved homes in the Picton area. See the story beginning on page 4. Cover photo by Barbara Fisher.

## IN MEMORIAM: Barbara Maslowsky

Barbara Maslowsky, a co-ordinator with the ministry's Services for the Disabled Branch, passed away June 12 of complications from leukemia. She was 39.

Barbara's career in the Ontario Public Service included positions as a policy analyst and trainer during the implementation of the Young Offenders Act, probation officer, rehabilitation officer at Montgomery Centre in Toronto and classification officer at Collins Bay Penitentiary in Kingston.

During her career with the Ministry of Community and Social Services, Barbara was co-ordinator of the Multi-Year Plan, the program that is helping thousands of developmentally handicapped people move from institutions into the community.

Born in Winnipeg, she was a past president of the Elizabeth Fry Society, the association that helps women who have been released from prison adapt to society. She held a bachelor's degree from the University of Manitoba and a master's degree in criminology from the University of Sheffield, England. She is also widely known for her contribution to the book, *Professional Child and Youth Care: The Canadian Perspective*.

Barbara was very popular among her co-workers, said Heather Crawford, who became a close friend of Barbara's when they were both working in the Central Regional office of MCSS.

"She touched the lives of many people," said Heather. "She was a person who managed to see the goodness and positives in everybody... a joyous person who believed everyone had something to offer and that everyone tried to do their very best."

"She had very lovely qualities and was a true humanitarian."

Even while coping with her own illness in hospital, Barbara volunteered to help cancer patients and others deal with their illnesses, said Heather.

"Barbara's commitment and contribution to human services went well beyond her work as a public servant," said Sandra Lang, acting assistant deputy minister of Community Services. "She will long be remembered by staff in the ministry as a colleague and a friend."

"Her laughter, sense of joy and love of life will be missed by all of us."

Barbara leaves her parents, Evelyn and Sam Maslowsky of Winnipeg, a sister, Debbie, and brothers Jerry and Ken as well as a niece, Kaylee.



Barbara Maslowsky

*This issue of Dialogue, which marks the 10th anniversary of the magazine, is dedicated to the memory of Barbara Maslowsky for her work in human services.*

## SARC report in next issue

The Social Assistance Review Committee (SARC) headed by chairman George Thomson, presented its report to Community and Social Services Minister John Sweeney in early September.

A full report on the recommendations of the review will be published in the next issue of *Dialogue*. ●



# Getting to know you

*A community program at Southwestern Regional Centre creates friendships and happy memories*

Story and photos by Joan Eastman

For staff at regional centres who are preparing their developmentally and physically handicapped residents for fruitful lives in the community, there's an important concern that's always at hand: that of acceptance in the community.

At Southwestern Regional Centre (SRC), a volunteer-based project with an unlikely-sounding name—the Environmental Studies Program—has been set up to help residents and people in the community learn more about each other.

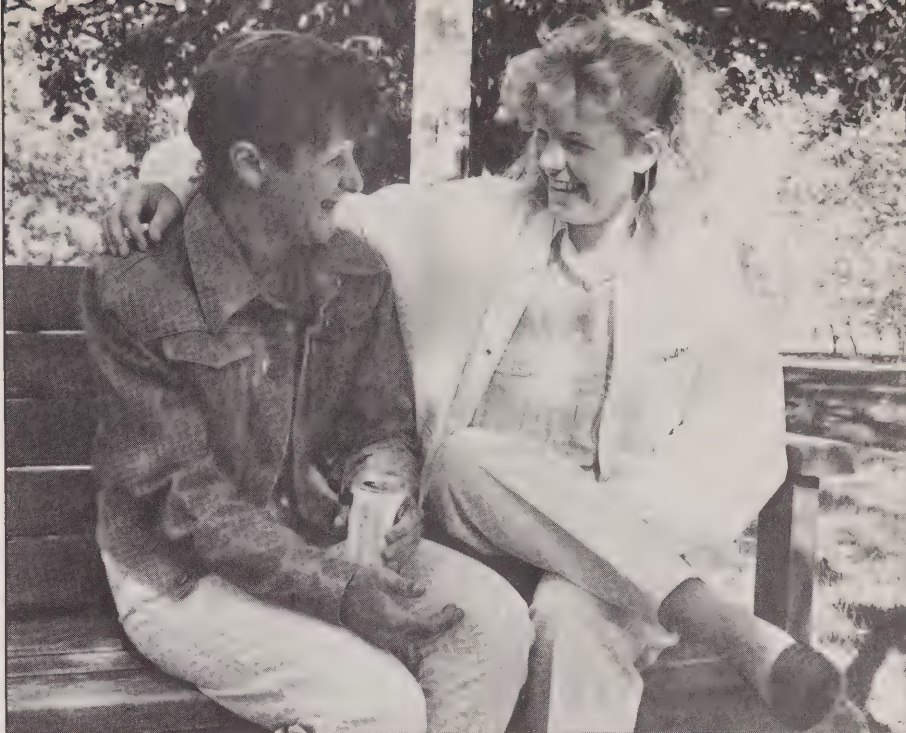
Initiated last year by Mark Lucio, a residential counsellor at SRC, the Environmental Studies Program creates friendships between residents and volunteers from outside the centre so residents can better learn to interact socially. The program also aims to create a better understanding of the developmentally handicapped among people in the community.

In the program, volunteers and their SRC friends meet for friendly conversation over a meal. Afterwards, they make excursions to places such as the museum, firehall, grocery store or places of business.

"People don't know what they are like, what to expect," says Mark of people in the community, many of whom have never had contact with a developmentally handicapped person. "The only way to overcome this is to introduce them to each other—give the community first-hand experience."

Joan Breemhaar decided to become a special friend to one of the residents and takes her to Joan's home town of Chatham for an afternoon every weekend. "My friends and neighbours treat her the same as you or me. They don't take exception to her situation."

Her friend is rather inquisitive and likes to explore the local shopping



*Linda Lang and volunteer Mellissa Vidler have a getting-to-know-you talk as they share experiences.*

mall. "People just smile and say 'hi' to her," the volunteer adds with a smile herself. Joan, who works at the SRC library, is one of 45 staff volunteers.

"This is a resource area I guess we really never thought to tap into until recently," says volunteer co-ordinator Wendy Babcock. "As a rule, most staff members volunteer their time in other organizations or activities."

Volunteer co-ordinator Denise Charbonneau focuses on shaping the

attitudes of young people through enlightening presentations to local Grade 7 and 8 classes. "Recent surveys show that our prejudices start developing at about this time and, with positive experiences with special populations at this early stage, we may be able to influence their thinking and, of course, future action," she says.

Tours of SRC that are available to schools, associations, boards of education, businesspeople and concerned citizens promote better understanding and can reap positive results, she adds.

Volunteers who spend sociable hours with residents have been a mainstay at SRC since the centre opened 27 years ago. "All I had to do was take the tour and I knew I would volunteer," recalls Verna Shilson.

She and other women from churches in the town of Leamington, almost an hour away, regularly come to the centre to spend afternoons in one-to-one relationships with residents.

"We took a group from the centre to the local Cubs and they treated them just like another Cub," she says. But this is not always the case. "I hear remarks," Verna notes with sadness. "Some people accept them really well, but others don't. The residents at the centre are maybe more disabled than the ones usually seen."

Teenage volunteer Bill Gardiner agrees that people with severe developmental and physical han-



*Mark Lucio, his wife Annette, and daughter Vanessa, accompany a special friend, Gerald Fox, on a walk through parklands.*



dicaps may find the hand of acceptance harder to grasp. But he is optimistic: "I think they are more accepted than 10 years ago, and the people in the community know now that they can interact. Everyone gets stares if they're different from everyone else. That's natural."

Inviting people from the community to activities at the centre helps people become accustomed to this special population. Matthew Riedl, who came with his Grade 8 class to help with the Special Olympics recently, wrote: "My feelings before were that I was scared and that they were going to kill me until I met Leslie (a resident). After I said goodbye to Leslie I was kind of sad because some of the people have no friends or family."

"It was fun watching the people (staff and volunteers) being happy for someone else getting the reward."

Being happy for someone else—that's what volunteering is all about.

The 1987 Review of Advocacy for Vulnerable Adults by the Ministry of the Attorney General recommends that the responsibility for social advocacy in Ontario be shared among government, community and volunteers who form one-to-one ongoing relationships. The review concludes that the heart and soul of advocacy services will depend upon caring volunteers.

The people with developmental handicaps at SRC are fortunate that more than 300 volunteers help in their own special ways in numerous volunteer programs. In the past year, 12,292 hours were donated to the 600 people living at the centre.

"Volunteers want to be part of something which is progressive and fast-moving," Denise Charbonneau says. "We encourage innovation and idea-sharing amongst all staff and volunteers. Many hands, many minds and many eyes are needed to see the future."

With volunteers speeding the progress of integration, staff hope for a future in which neighbourhoods enthusiastically welcome people with developmental handicaps to group homes in the community—homes where they will be cared for and protected, but most of all, where they will feel they belong. ●

Joan Eastman is an information officer at Southwestern Regional Centre, near Blenheim.

# There's no place like home

*Former Prince Edward Heights residents are at home in both town and country settings*

Story and photos by Barbara Fisher

A visit to any of the 13 group and approved homes for developmentally handicapped clients of Prince Edward Heights could take you to a small-town neighbourhood, or to the pastoral setting of an apple farm.

An array of lifestyles has become available to former residents of "the Heights" since the facility began its community placements as part of the Multi-Year Plan's *Challenges and Opportunities* goals.

"The ability of our clients to adapt to new settings and new challenges has astounded and delighted us," says Rick Williams, administrator of Prince Edward Heights in Picton.

Serving the three counties of Prince Edward, Hastings and Lennox-Addington, the Heights has decentralized so that many clients are now in community settings.

The 13 homes, either privately

owned or rented by the facility, are staffed by Heights employees.

The homes are in diverse locations, from the city of Belleville (population 38,000) to rural settings such as a 23-acre farm in Prince Edward County. In this way, all lifestyles and levels of functioning are accommodated.

A quick peek into two of the homes shows how residents and staff have adjusted to their surroundings, outside an institutional setting.

One of the handsomest houses in a town noted for its fine old residences, 6 Paul Street in Picton is now home to four developmentally handicapped young men. Donald Fox, David Groom, Gary McCafferty and Blake Samson moved here from the Heights about a year ago, and have quickly become immersed in town activities.



Larry Brignall (left) and Bill Dulmage, who live at the Fish Lake group home, frolic with the home's mascot, Spice, and a neighbourhood dog.





*Counsellor Jim Johnson (left) looks over apple blossoms—the sign of a good harvest—with resident Bill Dulmage in the orchard of the Fish Lake Farm group home near Picton.*

David and Blake work with the Heights Task Force to do general landscaping and maintenance for various community customers; Donald is part of the car wash department; and Gary works in ceramics at the Towne Mall workshop run by the facility's vocational services department. All walk to work unescorted.

Says part-time counsellor Karen Claus: "The boys have a very busy schedule. They are constantly involved in activities. They attend night school at the local high school two nights a week; Gary and Blake swim at a local fitness centre. There were evening woodworking classes during the winter and bowling league on Saturdays"—where the duo won several trophies. David is trying out for a local ball team.

Blake and David also volunteer with their counsellor at the McFarland Home for the Aged twice a month and they have been invited to join a local church congregation. Each week they plan time to visit Gary's girlfriend, who lives in a group home in the village of Wellington, about 18 kilometres (11 miles) from Picton. Their summer activities included trips to Niagara Falls and Marineland.

All these activities are in addition

to the young residents' regular household duties, which include laundry, simple cooking chores, general cleaning, weekly grocery shopping and personal banking. Each young man has his own bedroom, several of which have walk-in closets. These rooms are furnished with their own TVs, stereos, personal belongings and treasures such as posters of wrestling and rock stars and hockey players.

It's a rich, full life for these young men, one that challenges them to develop independence, but also offers guidance and direction to make the most of their skills and talents.

To help them along the way, they have the guidance and friendship of three full-time counsellors, one part-time counsellor and the approved home hostess who together make up the staff of 6 Paul Street.

Down a winding country road, deep in Prince Edward County, about 30 kilometres (19 miles) from Picton, is Prince Edward Heights' Fish Lake Farm group home.

The Heights' community services division, in partnership with the local association for the mentally retarded, operates this home for five lower-functioning clients trans-

ferred from the Heights' main base. It is hoped the large rambling house can become home for additional residents when by-law variances are finalized.

Six of the farm's 23 acres are taken up by an apple orchard, which is diligently harvested; in 1987, the home sold more than \$3,000 worth of apples. A large garden plot has been planted and space in the garden has been given to clients from the other Heights group homes so that they too can plant and harvest fresh vegetables.

Once the barn is repaired, domestic animals will be housed and their care will be done by the clients under supervision.

Life proceeds at a much slower pace at Fish Lake Farm than in town. After clients adjusted to this more leisurely lifestyle, the advantages of country living became clear—less pressure on lower-functioning clients; more opportunities to work out-of-doors; time to watch nature and the seasons unfold.

As the clients gradually integrate into the rural community and the other citizens accept them, these clients are sure to find a rich and rewarding way of life that was not possible in a traditional institutional setting.

What has also been rewarding about the decentralization of residential services is the response of the Heights counselling and support staff, says administrator Rick. They too have had to change and to adjust to new working environments and new challenges.

"Their positive responses to our initiatives forecast great things for the future development and diversification of services to the developmentally handicapped in Ontario," he notes. ●

*Barbara Fisher is the volunteer services co-ordinator, training and development for Prince Edward Heights, Picton.*



# Community consultation: Getting the public involved in the Multi-Year Plan

*Here's how one region got suggestions and ideas on  
how best to serve the developmentally handicapped*

by Julia Naczynski

**C**hallenges and Opportunities. That's the name of the policy paper which outlines the purpose and objectives of the Multi-Year Plan.

The title refers to the enriched quality of life that community living can mean for the people with developmental handicaps who now live in provincially-operated facilities.

But those two words—"challenges" and "opportunities"—aptly describe the effect this far-reaching policy has had on ministry staff who will help make the Multi-Year Plan's goals a reality.

The big question is, How do we do it?

"We believe in the *Challenges and Opportunities* paper," said Gail Ure, manager of community programs in the Southwest Region's London Area Office. "But we had to find a way of meeting with the people in the community who would be affected by it"—individuals, parents, agencies and other service providers—"and getting their input."

With that goal in mind, staff embarked on one of the most challenging projects ever—a community consultation involving public participation from six counties.

The consultation succeeded beyond their expectations—in the course of six evenings, more than 600 members of the public, agency representatives and others attended the community meetings.

The consultations, held in January, were a joint effort of CPRI (Children's Psychiatric Research Institute), Oxford Regional Centre (ORC) in Woodstock and the London Area Office, supported by the Southwest Regional Office.

After the May 1987 publication of the *Challenges and Opportunities* paper—which describes the ministry's 25-year goal to phase out institutional placement of developmentally handicapped people and

establish them in the community—London Area and facility staff saw there was a need to get suggestions and feedback from the people in the community.

"We didn't want to plan for the future without public and community involvement," explained Peter Doiron, director of social services and senior clinician with CPRI.

The consultation process was divided into two stages. In the first stage, a letter of invitation was sent to agencies, organizations, individuals and interested groups to participate in the process.

**I**n this stage, a telephone survey of service providers was carried out on the availability of support services in each of the six counties. A written report of the findings was prepared.

In the second stage, a consultation meeting with individuals, parents and service providers was held in each of the six counties. These proved to be the most useful and productive way of obtaining feedback directly from the people who are most involved with persons who have developmental handicaps.

The community consultations were held over a period of six evenings in Stratford, Clinton, Woodstock, Simcoe, St. Thomas and London. These covered support services in the counties of Perth, Huron, Oxford, Haldimand-Norfolk, Elgin and London-Middlesex. Each lasted up to four hours, began with a short presentation by ministry staff on the Multi-Year Plan and then proceeded to small-group discussions.

These person-to-person discussions proved to be the most valuable—and rewarding—aspects of the community consultations. At each meeting, many parents and people with developmental handicaps expressed personal opinions about support services that were helpful, noted Gail.

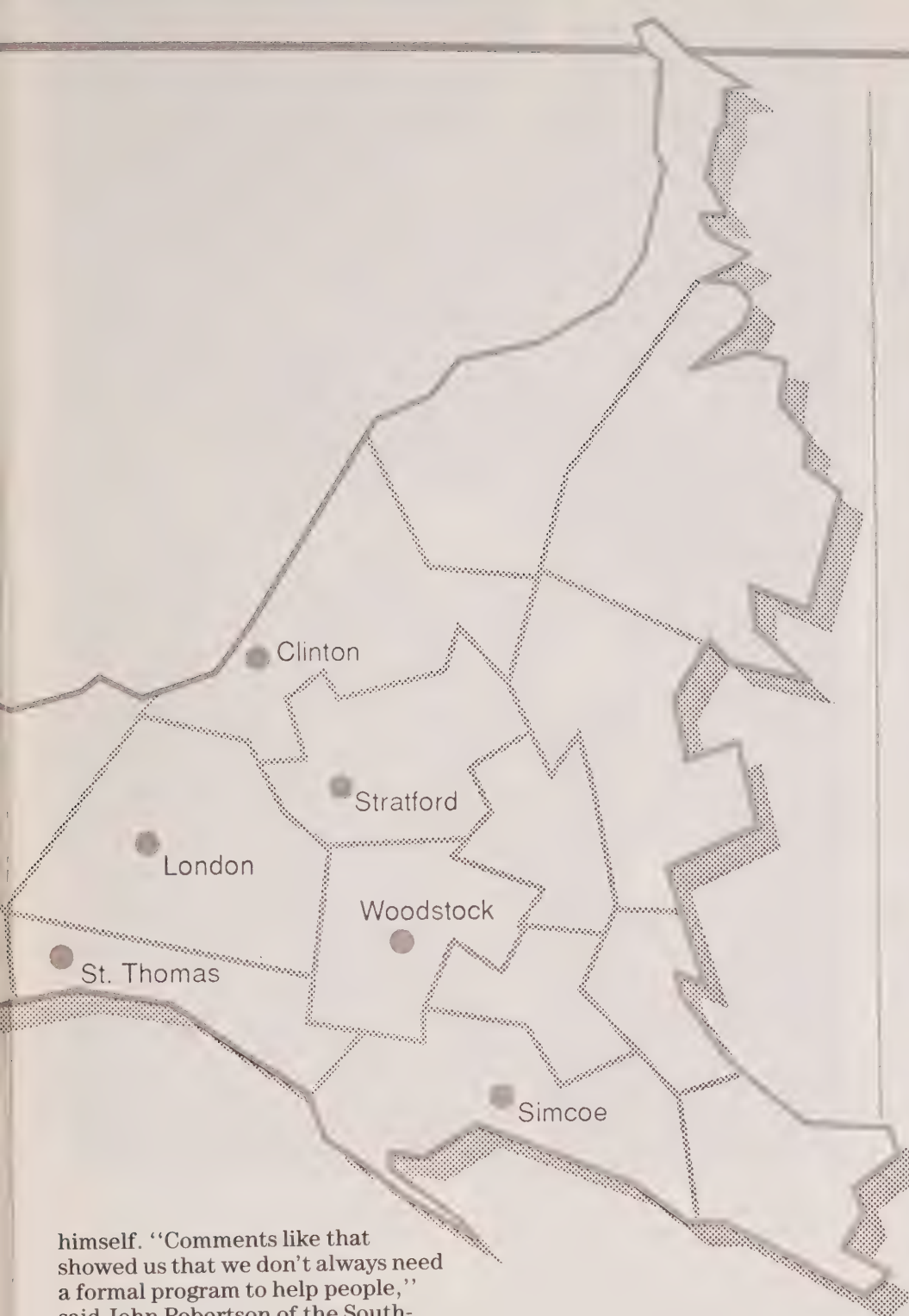
"There's no greater source indicator of the quality of your services than the people who use them," observed Peter, who has been with CPRI since 1973. He was involved with the transfer of facilities and services for the developmentally handicapped from the Ministry of Health to MCSS in 1974, and says "We can't plan community services without input."

"We heard stories, too, wonderful stories about community living experiences people had had," said Gail.

At the Haldimand-Norfolk meeting in Simcoe, an 83-year-old woman with a 40-year-old daughter who has developmental handicaps stood up to tell about her daughter's job placement in a fast-food restaurant. The daughter had previously been employed only at the local ARC workshop, and her mother had been doubtful about her daughter's ability to cope with a job in the community. "It's the best thing that ever happened to her," the woman declared.

**A**t another meeting, when one person commented on the need for more training and support of clients residing in independent living situations, a person with a developmental handicap piped up in agreement, saying he needed someone to show him how to cook for





## What they learned from the Southwest consultations

At the community consultation held in the London area, participants were asked three basic questions about services to persons with developmental handicaps in the area: "What is working?" "What is not working?" and "Where do we go from here?"

Programs that participants said are working well include community-based programs such as supported independent living and residential programs for children; supported employment; in-home supports for children and adults; and co-operation among agencies.

Subjects most often identified as "not working" included the limited availability of affordable housing and lack of alternatives to group home living. Participants also expressed concern about the future of sheltered workshops, inadequate mental health services, the need for support workers and adult protective service workers and the lack of rehabilitative services such as speech and occupational therapy.

Transportation was consistently mentioned as a need, as well as the need for information on services that are available and how to get access to them.

Participants agreed that local planning is needed to determine "Where we go from here."

Since the community consultations were held, three of the counties have organized planning councils composed of consumers, parents, board members, agency and ministry staff and service providers to co-ordinate supports to citizens with developmental handicaps in their communities. ●

himself. "Comments like that showed us that we don't always need a formal program to help people," said John Robertson of the Southwest Regional Office. "What people told us, among other things, was: 'These are our needs and they're pretty simple.'"

Many of the comments were encouraging to the ministry staff who supervise programs because it showed the programs were on the right track and meeting community needs, said Peter.

Agreed Carol Orphanacos, the assistant administrator of Oxford Regional Centre and its representative at the consultations: "The community and the staff raised identical issues." As well, "some of the barriers were knocked down... People heard us say some things they didn't expect."

One of the most valuable aspects of the community consultation was that it demonstrated the ministry's willingness to listen and respond to each community's specific needs, said John. "We were doing more listening than presenting."

The spirit of co-operation could probably be summed up by one person from the community who attended. This woman had come into the meeting hostile and angry. But when she left, "she said it was a meaningful, worthwhile and positive process," said Peter. ●

*Julia Naczynski is the editor of Dialogue.*



# A haven of safety in a small town

*At Naomi's, town and rural women find a refuge from abuse*

by Elizabeth Marsh

"She arrived with knife marks on her neck," says Judith Running, executive director of Naomi's Family Resource Centre in Winchester.

Judith is talking about a woman who found refuge for a while at the centre. Her husband had abused her for years, and her five-year-old son took for granted that he, too, could defy and verbally abuse his mother.

Several weeks at Naomi's gave the woman enough self-confidence to discipline her son, but not enough to leave her husband. She went back home and the abuse continued.

"Only now he's not using a knife on her, he's just punching her," says Judith matter-of-factly.

It's not that she lacks sympathy; far from it, but Judith Running has heard so many heartbreaking stories, seen so many women unable to save themselves, that she has learned to accept what she cannot change, while hoping that a stay at Naomi's makes at least a small improvement in the life of each client.

The Family Resource Centre, funded by the Ministry of Community and Social Services, opened in February 1987 "to assist women in the Three United Counties of Stormont, Dundas and Glengarry needing protection, shelter and support." Some didn't believe such a service was needed, but in Naomi's first 16 months, more than 55 women and 100 children have found shelter for up to six weeks in the comfortable brick-and-aluminum-siding house on St. Lawrence Street in Winchester.

Winchester, population 2,000, is roughly halfway between Ottawa and Cornwall, in the heartland of rural eastern Ontario—and in rural Ontario, people traditionally keep their problems to themselves.



Illustration by John Halfpenny

On the farm, an abused wife is likely to hide her bruises and pretend nothing is wrong for a long time before she looks for help. An abusing husband, honestly believing he has the right to control his wife, may confiscate the car keys and effectively keep her isolated from relatives and friends. But thanks to Naomi's toll-free crisis line, abused rural women can phone the centre for help and the call will not show up on their phone bill.

Though many farm families still have a party line, this doesn't really discourage a woman in distress from calling, says Erva Durant. Erva has been involved with Naomi's since 1985, when she chaired the original steering committee, moving on to become president of the board of directors, then resigning in 1986 to become a full-time support worker at Naomi's.

She believes a woman who has made up her mind to call for help doesn't care if the neighbours overhear her conversation. Nor is distance a barrier, for Naomi's will send a volunteer driver or, if necessary, a staff member to pick up a woman needing to escape from violence.

They come from all over the United Counties and from many differing backgrounds, but typical Naomi residents are likely to be about 30 years old, married for five or six years with two children. Most have not finished high school. All are escaping, for at least a little while, from a family situation that has become unbearable.

The centre, licensed for nine occupants, is attractive, home-like and pleasant. In fact, the name "Naomi" means "pleasant" in Hebrew.



Rules are few and sensible, but looking after one's own children is a basic requirement. Abusing children is taboo. One woman who continued to abuse hers was asked to leave and her children were taken into care by the local children's aid society.

Judith is philosophical. "Some of the ladies can be difficult and obnoxious. Some are abusive towards staff and towards their own children. That is simply not allowed here."

The ladies, as Judith calls them, are expected to help with cooking and cleaning as well as minding their children. Some aren't prepared at first to accept the idea of getting meals for the entire household, but most enjoy working in the well-equipped kitchen.

Mothers are encouraged to spend time with their children and along with games and crafts, they enjoy watching movies on a VCR donated by the local Anglican church. Bed-time for smaller children is eight o'clock, which leaves time for sitting around the big dining-room table, drinking coffee and talking, with a lot of "sharing" and informal counselling going on.

A family violence counsellor comes from Cornwall every two weeks and local church ministers are available for counselling as well, but a part-time counsellor on staff would be ideal.

Most of the women have very little self-confidence and feel guilty about having left home. Their own families are likely to be unhelpful, making such remarks as: "Well, you made your bed..." Friends may react to reports of a beating with: "What did you do to make him so mad?" Children can add to the guilt by asking: "Why can't we live with dad any more?"

At Naomi's, the women take parent effectiveness training, and learning to cope with their children encourages them to take charge of their own lives.

But 70 per cent of the women go back home. Those who have children to support and little education feel they have no choice other than reconciliation with their husbands. Unfortunately, unless the abuse pattern can be broken through education and counselling, trouble will almost certainly begin again.

Some women resolve not to return home, and arrange to get a job, go back to school or on to university.

The centre will put them in touch with legal and financial services and help them set up in new homes, drawing on a stock of household furnishings, beds, mattresses, dishes and cutlery donated by the community.

Just four full-time staff and two casual relief workers keep Naomi's operating 24 hours a day. Along with ensuring that the household runs smoothly, staff spend many hours on the around-the-clock crisis phone line.

Callers have problems ranging from addiction to prescription drugs or alcohol to trouble with alcoholic partners or parents. Some just want to talk. Some are abused and trying to get up courage to leave home. Whatever the problem, whatever the hour, a staff member is there, to listen and try to help.

"They're conscientious, dedicated people—the best," says Judith, noting that "nobody has time to get sick." More than once, she has covered a night shift herself, changing from casual to business clothes in the morning to take on the executive director role again.

### **Sometimes her listeners need to be convinced that wife abuse actually exists in small towns and in the country.**

One of Judith's chief concerns at present is how to let the approximately 40,000 women in the United Counties know help is available if they need it. She goes out on speaking engagements about three times a month, talking to Women's Institutes, church groups and other organizations, taking along information packages, asking her audience to pass the information on to others. Sometimes her listeners need to be convinced that wife abuse actually exists in small towns and in the country.

But on the whole, Naomi's is well-received in the community. The Lions Club is paying for a two-page advertisement for the centre in the Centennial (1988) edition of the local *Winchester Press*. The club also paid to have 2,000 brochures printed, as well as cards and peel-off stickers that read: "Need Help? Call Naomi's Family Resource Centre"

with the crisis phone number. Judith and her staff and volunteers carry the cards and stickers with them and ask permission to post them in stores and public washrooms.

Any resistance to having the centre in Winchester has all but disappeared. Naomi's has proved to be as quiet and orderly as any of the family homes on the tree-lined street. A neighbour once asked, "Do you ever get any people in there?" "And just then we were full to capacity," Judith recalls.

The school board is helpful about admitting youngsters staying at Naomi's to the local public school, even though their stay may be short, and "the teachers and principal are terrific."

The police, too, are always ready to help. If a woman wanting to leave home asks to have a volunteer driver pick her up, the police will come too and wait nearby to make sure there is no violent confrontation.

But not everyone likes Naomi's. One husband continued to harass his wife at the centre by constant phoning. "If you don't let me speak to her, I'll call the police," he threatened.

"I told him to go right ahead and save us the trouble," Judith says with a smile.

And the centre occasionally receives a beery late night call wondering suggestively what "all those women" are up to.

A group of residents and staff sitting on the balcony enjoying donated soft drinks—a rare treat—unwittingly started a rumour that a drinking party was in progress. Another community story maintains: "Those women sit around and smoke all day."

But these are minor irritations, easily overlooked in the general goodwill enjoyed by Naomi's. Gradually, public perception has changed from "We don't need a home for abused women here," to a feeling of pride that the job of protecting them is being done so well.

"I'm really proud of what has happened since 1985," says Erva Durant quietly. "Not because of what we've done... but proud of all those women who have worked so hard to turn their lives around. They deserve the reward." ●

*Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.*



# Keeping their babies and staying in school

*An on-site child care program is helping teenaged mothers finish high school*

Story and photos by Julia Naczynski

**N**estled securely on concrete blocks adjacent to a high school parking lot, it might be mistaken for a portable classroom.

But the narrow white 72-foot-long building—an adapted mobile home—serves a much different purpose.

It's a child care centre for the infants and toddlers of teenaged parents, and it's there to help teen mothers stay in high school and continue their educations.

The mobile home is the heart of an innovative program in London called the Teen Parents and Children's Program. Located at Sir George Ross Secondary School, it opened in April to provide high-quality child care for students trying to juggle the demands of parenthood with high-school studies.

"We want to keep the mothers in school and working on marketable skills," says Jan Lubell, executive director of Merrymount Children's Centre. Merrymount is the family support service agency which operates the satellite program in co-operation with the London Board of Education, with funding from the Ministry of Community and Social Services.

London Family and Children's Services and the local public health unit played an active role in identifying the need for the service, and continue to play a part in the ongoing development of the program.

**T**eenaged mothers represent a high-risk group among parents, explained Karen McEwing-McConnell, the London Area Office early childhood education consultant who monitors the program.

Trying to cope with a baby isn't easy, even for experienced, more mature mothers. Among teenaged mothers—many of them coping as single parents or without the support of their families—the potential for neglect or abuse is even greater. Getting teen mothers involved in the Teen Parents and Children's Program is one way of preventing future need for ongoing child

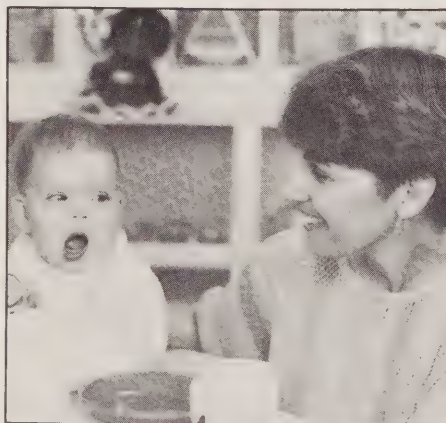
welfare involvement.

The routine at the program is uncomplicated: the young mother brings her child to the centre in the morning before going to classes at the school, which is a stone's throw away. At lunchtime, she's back to help feed her youngster and have some lunch herself. Then she returns to classes, once again leaving her child in the capable hands of the centre's staff.

The program is designed around school hours. It begins at 8 a.m. and ends at 4 p.m., soon after classes finish for the day. Child care is available on school days only, and there is no cost to the mothers. (Although it is called the "teen parents and children's program," there are no teen fathers involved at present.)

The young mothers must abide by simple rules: they must be registered in school and must attend classes regularly. They can't simply leave their child at the centre and skip classes for the day.

There were eight children being looked after at the centre when it opened in April—admittedly an odd time in the school year to begin such a program. But as Jan Lubell noted, "We felt it was important not to wait until September to open. If we had, then you've lost another whole group of young mothers." Most of the girls who made use of the centre when it first became available to them will have gained at least two



*Child care worker Helen Hagen provides one-on-one attention to a toddler.*



*A toddler chuckles amid the cheerful surroundings of the mobile-home-turned-child-care-centre.*

school credits they would otherwise have lost, she said.

Sir George Ross is a technical and vocational secondary school, so the teen mothers are learning skills that will give them rapid entry to the work world when they earn their diplomas. "We hope this will help them break the welfare cycle that so many young mothers get into when they become sole-support parents," said Jan.

**Y**oungsters enrolled in the program can be from 3 months old to 18 months. The staff of three, under the direction of program manager Karen Burch, includes two with training in early childhood education and one who is a mother herself.

The program provides the stimulation so vital to young children as well as a safe and secure place where the mothers have ready access to their children.

Another benefit, noted Jan, is the opportunity to teach the teen mothers—most of them 14 and 15 years old—the basics of child care and nutrition. "What better place to teach them these basics than right here?"

The program has even contributed toward the development of skills for other students in the vocational programs. Students in the school's food services course, for example, prepare hot food for the children's and mothers' lunches. Students learning carpentry skills built the deck and ramp that runs the length of the mobile home.

"We're oriented to the needs of the kids and moms," said Jan. "But the main objective is to keep the moms in school, working towards developing marketable skills as well as parenting skills." ●



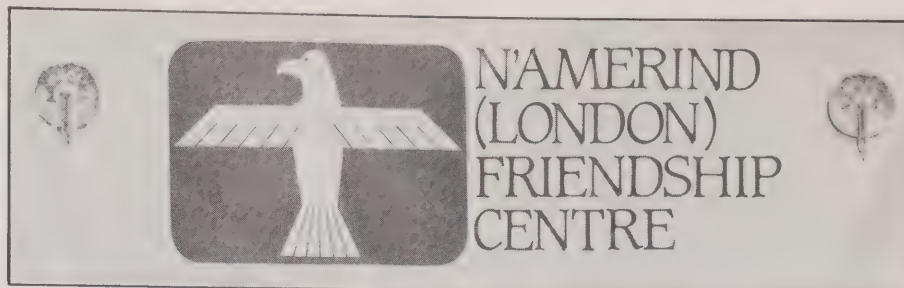
# Child care for native children

A child care centre believed to be the first of its kind in Canada has opened in London.

The Sweetgrass Child Care Centre, located in the N'Amerind Friendship Centre, offers child care for native children in an urban setting. It's believed to be the first native child care program to be located in a city, rather than a rural or reserve setting.

Opened in mid-June, the program aims to preserve the native culture and its traditions among the youngsters who attend, said Barb Whiteye, its director and supervisor.

London was an ideal site for the program because there is a significant native population in the area, said Bobbie Hulley, the early childhood education consultant who has assisted N'Amerind's board of direc-



tors in setting up the program. There are three native reserves in the vicinity—for Chippewa, Muncey and Oneida bands.

The N'Amerind Friendship Centre is centrally located near London's downtown area.

Housed in the renovated auditorium of the friendship centre, the facilities include a large open play area, an office/resource centre for parents and an outside play yard.

Chris Payne, program supervisor with the London Area Office, worked closely with the N'Amerind board of directors to bring their dream to reality.

At full capacity, the program can care for up to 24 children between the ages of 2-1/2 and 5. However, Barbara said it is not limited to

native children; the program is open to any children in the community.

A primary focus of the program is preserving the native way of life and passing on its traditions to the youngsters. Creative activities, for example, include native arts and crafts such as beadwork. Story time is highlighted by native legends and whenever possible, items are referred to by their native-language names.

Meal times include Indian food and delicacies such as bannock and wild rice, and outings to sites such as nearby Longwoods Indian Village are planned.

"We think it's very important for children to be aware of their heritage," said Barbara about the program. ●

## Puppy love

*Young trainer learns about discipline at mascot's obedience classes*

by Julia Naczynski

The scene: the "graduation ceremony" of a recent class of obedience-school canines who have been receiving training from the Hamilton Dog Obedience Club.

Dogs of every imaginable breed—including one that looks like a floor mop with paws—are nosing about, waiting their turn in the ring.

But the one that really stands out is Opie.

Easily the biggest dog there (she's the size of a small pony), Opie is the offspring of an unplanned romantic encounter between a purebred Great Pyrenees and a Saint Bernard.

She waits patiently by the door with her handler, a tall lanky youth.

The duo seems no different than any of the other canine-and-master pairs at the meeting, but theirs is a special relationship.

The handler, Mark (not his real



*Opie romps with Mark after her graduation from obedience school.*

name) is a young offender who is a resident of the Arrell Observation and Detention Home for Children in Hamilton.

Opie, whose name is short for O.P., or Off Privileges (a form of discipline for juvenile offenders), is the unofficial mascot at Arrell.

As they wait to go through their paces in the ring, Mark frequently hugs the dog, addresses her reassuringly and calls her "Baby."

It's not what you would expect from a young man who has been in enough trouble with the law to

require time in a secure custody facility such as Arrell.

Arrell superintendent Al Roach felt having a dog around the centre would be a good idea, so Opie was acquired four years ago as a puppy. Opie provides a focal point for residents and staff, who together share the responsibility for the dog's care.

His relationship with Opie has brought out the better nature in Mark, said Al, and taking on Opie's training has been a lesson in discipline and patience for him. He took the dog through 13 weeks of obedience-school training (accompanied by youth services officer Joe Bowlby-Lalonde from Arrell). "I think it's paid off," said Al. "This will give him a sense of accomplishment and a bit of recognition."

The happy ending to the obedience graduation? Opie (who had flunked in two previous obedience school attempts with two previous handlers) passed her test with flying colours. And Mark was awarded a trophy as the best handler in his class, with his parents, grandmother and sister cheering him on.

*Since this story was written, Mark has left Arrell for an open custody facility.* ●



# Northern Initiatives

*The Northern Bursary Program attracts social service professionals to work in Ontario's north*

Story and photos by  
Robert A. Miller

**"H**ow do we recruit social service professionals to the north and how do we keep them there?"

Dan Salhani of the ministry's North Regional Office leans forward intently as he poses this question. He's not alone in asking it—the problem is universally recognized by social service workers and administrators in the northern part of the province.

It's no secret that the north has a chronic shortage of psychologists, psychiatrists, social workers and speech pathologists.

"There is only one child psychiatrist in the whole of northern Ontario," Dan says. "We could use at least 20 more."

Part of the problem, he says, is that northerners have not been articulate enough about their needs. "We consider ourselves Ontarians, but we don't have nearly the level of services available to people in other parts of the province."

"But now people are standing up and saying, 'Wait a minute. Why? Why do we have to fly a psychologist up here from Ottawa eight times a year so that my kid can have a psychological assessment? I don't understand that. Can't you do something?'"

"It's a legitimate question."

**F**or the last six years, the Northern Bursary Program has promoted a two-pronged solution to the problem. First, the bursary assistance offered by the program helps social service professionals working in the north to go back to school and upgrade their qualifications; second, the bursaries attract professionals from the south to work in the north.

"With the bursary program, we're trying to entice people up north for a couple of years, and hopefully they'll stay," says Dan, the regional co-ordinator of children's services

from Sault Ste. Marie. Until recently, Dan co-ordinated the bursary program; over the summer, the role was taken over by Andre Clement, former administrator of Project DARE in South River. MCSS administers the bursary program, while its funding comes from the Ministry of Northern Development and Mines.

Bursaries of \$3,000 to \$7,500 per school year are awarded to successful applicants at the bachelor's and master's levels. For each year of assistance the students receive, they agree to work one year in northern Ontario. Doctoral recipients get \$15,000, and agree to work two years for each year of bursary assistance.

This spring, the bursary program received a giant shot in the arm with the announcement of the Northern Initiatives for Children with Special Needs. As part of the announcement, the number of bursaries available was doubled, to 60.

A key thrust of the Northern Initiatives is the development of three "professional resource groups." These professional teams will cut through bureaucracy, crossing the traditional service responsibilities of different ministries. They will bring a wide variety of social service, health and education services to children in all areas of the north.

Many of the social work, psychol-

ogy and speech pathology students now involved with the bursary program will be the first people recruited to work in these professional resource groups.

"The logical step for the bursary recipients is from school to work, which is ideally what we always wanted," Dan says. "With the new resource groups, we'll be able to say to graduates, 'Now that you've got your MSW or whatever, have we got a job for you. It's going to pay you decent money, and you'll be able to have a significant impact in the north.' So the bursary program is really integral to the Northern Initiatives, and also to the big problem: how do we recruit people and how do we keep them here?"

**W**hen students receive financial help from the bursary program, it's up to them how they spend it, "but most of the time they need it for really basic things like rent," Dan says. "And tuition costs are escalating like crazy." He says it's particularly difficult for people who take a sabbatical leave from their agency to go back to school. "And you know, a lot of these people have families. They find it extremely difficult."

"It's one way of us showing confidence in them," he says. "It says you will be given the money to live decently while you're at school in the south—but we want you to come



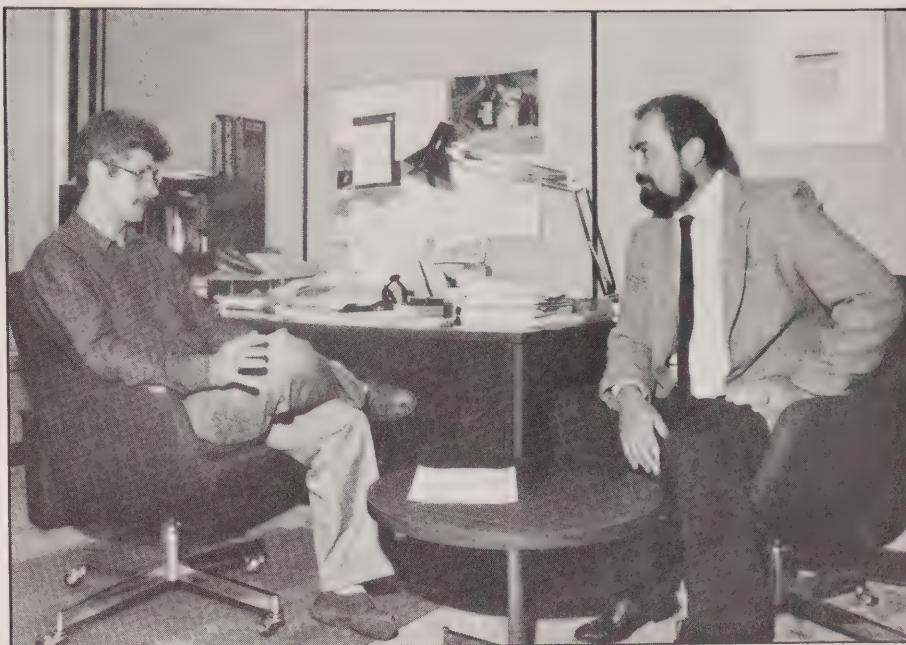
back. This is very important, given the fact that we don't have, and can't fund, extensive in-service training for people in the north."

For Julie Woit of Thunder Bay, the financial assistance she received through the bursary program was a welcome boost when she returned to school to pursue MSW studies. Now she's putting her new education to use as the supervisor of a child abuse team with Thunder Bay Family and Children's Services.

She moved to Toronto for eight months to obtain her master's degree at the University of Toronto, specializing in family therapy. The experience was well worth it, she says, "But I tell you, it was very, very hard living away from my family for that amount of time." During the months she spent in Toronto, travel costs back and forth to Thunder Bay were "phenomenal."

"It certainly was comforting to know that I was being supported with that bursary, and one that wasn't impossible to attain."

Julie feels that due to the upgrading she achieved through graduate studies, she is tackling her new job as supervisor of the child physical and sexual abuse team with increased confidence and competence. "It can be tough. The Child and Family Services Act really



Michael Shea, right, discusses some of what he has learned in his organizational review of Concordia Centre with the centre's director, Jean Paul Laroche. Michael spent several months last year on a bursary-supported PhD internship at the North Bay children's mental health centre.

focuses on supporting the family, trying to keep families united. So we try to provide as many clinical interventions as we can, supportive interventions that would keep a family intact. But that requires a lot of intensive effort from our workers." And intensive support from their supervisor—Julie Woit.

She says she definitely needed her master's degree to be promoted to the supervisor's job: "The MSW opens a lot of doors for you." But now she could use more programs and seminars in Thunder Bay to stay on top of what's new in child abuse assessment and treatment.

"It was a rude awakening to go back to school in the south where there were so many workshops. It makes you realize you're never really firm in your knowledge. You always need to grow." Julie says she would strongly support an MSW program in the north, a sentiment echoed by many of those interviewed for this article.

At present, the two northern Ontario universities, Laurentian and Lakehead, grant BSW degrees, but do not offer MSW programs.

"From our point of view, it's extremely important that we have professional schools in the north," says Dan Salhani of the ministry. "If people from Timmins or Sault Ste. Marie spend four years at school in Toronto, do you think they're going to come back north after they've been away that long? It's highly unlikely." But there are exceptions

to every rule, including Dan himself, a northerner who attended school in the south, then went back north, where he taught sociology at Laurentian before joining the ministry.

"I'd rather be fishing," says a bumper sticker on Michael Shea's car. Michael is a burly, friendly fellow who spent four months last year on a bursary-supported internship at Concordia Centre, a children's mental health centre in North Bay.

Michael would make a good salesman for the city of North Bay. He says the local residents put out the welcome mat for him and his wife, and that this part of the north suits the kinds of things they like to do. He's an avid cross-country skier and describes himself as "a fanatic fisherman" who fishes four or five times a week. He and his wife rented a cottage on a nearby lake for their stay in North Bay. Clearly, northern life agrees with Michael.

Rather than working on a doctorate in clinical psychology, Michael found his métier in applied social psychology, studying at what he calls the "innovative" program at the University of Windsor, where he's completing his PhD in organizational and community psychology. "It's a field that's really blossoming," he says, estimating that about five per cent of psychologists are now working in the applied social psychology field.



Julie Woit received bursary assistance to obtain her master of social work degree. She is the supervisor of a child abuse team at Thunder Bay Family and Children's Services.



"I wanted to have an impact at more than the individual level," he says, explaining why he chose this specialty. During his internship in North Bay, he treated Concordia Centre itself as his client—investigating its organizational development and the way it evaluates its programs. He feels that applied social psychology is especially relevant to centres in the north such as Concordia, because they don't have the time or resources to effectively analyse what they do.

Michael met each week with Concordia's executive director, Jean Paul Laroche, acting as a sort of internal consultant. He looked at the centre's client tracking system and set up a new, more efficient procedure for the centre's various client forms. He did some strategic planning, helped the staff to work as a group, and produced a 128-page proposal for the evaluation of program outcomes. "The staff just wouldn't have time to do these things," he says. "The internship gave me the opportunity to come here and do it, so I just can't say enough good things about the bursary program."



*François Legault at the beach on Lake Nipissing, two blocks away from his office at North Bay's Family Life Centre, where he is a family counsellor.*

At the other end of North Bay, social worker François Legault takes time out from his job as a family counsellor at the Family Life Centre to describe how he set up a flexible work/study system to obtain his MSW, with help from the bursary program. Every six weeks, he travelled to Quebec City for an intensive week of classes at Laval University, then returned to his job in North Bay for a five-week work stint. That way he didn't have to give up his job to return to school.

"I did my master's in group treatment, with a literature survey on family violence, so it meshed really well with my job," he says. As one of three co-ordinators in the centre's family violence treatment program, he counsels individuals and couples, and co-ordinates a group for men who batter their spouses or children.

François' bilingual ability is an important plus in the North Bay area. As his former supervisor, Hugh Drouin, says, "Retaining qualified people is a problem, period. Keeping qualified bilingual people is even more of a challenge." Ironically, Hugh himself recently left the Family Life Centre to take a teaching position at Laval.

The farther north you travel, the greater the need becomes for more social service professionals.

For example, there are more vacancies in Timmins than in North Bay. Speech pathologist Judith Paulsen can attest to that. A while ago, when she went on maternity leave from her job at the Porcupine General Hospital in South Porcupine, there was no one to take her place.

"It's more difficult to attract someone to the Timmins area because it's farther away from their families or friends," she says. "But students are drawn here by the bursary program, and it gives them the incentive for staying on; I think that's great."

The turnover of staff is a serious concern, Judith says. One of the problems in the north is that when service is available, it's disjointed—someone new will be coming in regularly with a new approach. "I think that parents or clients feel that this person is coming in with all these new ideas, but they'll be gone in a year. It's very difficult to get new programs started until you've been here for a few years and people appreciate the fact you might be around for a while."

"But one benefit of working in an under-served area is that people are just so happy to get the service that they respond beautifully. Parents will work so hard with their kids, for instance."

In northern cities, speech pathologists often work on their own in a "sole-charge" department, which can be very attractive for someone who's self-motivated. "But for a new grad, it's extremely demand-

ing," Judith says. "You're sort of thrown to the wolves. You have to set up your own quality assurance, you have to be able to deal with agencies, you have to decide what model of service delivery you're going to offer. These are things they don't teach at school."

For a lot of people, it's too much responsibility, too early in their careers. "I think there's a lot of burnout," she says. "You have to be a jack-of-all-trades. One local speech pathologist who left for Toronto is now working with a very specialized client population—pre-teen head-injury cases. When she was with the health unit here, she worked on every disorder in the book."

Last year, Judith wrote a letter to a speech pathology student who was receiving bursary assistance and wanted to know about job opportunities in the Timmins area. "The need for speech-language pathology services cannot be overstated," Judith wrote. "In Timmins right now there are positions vacant in the area of the general pre-school population, the general school-age population, the physically handicapped pediatric population, the mentally handicapped population and the hospitalized adult population. In addition to the above formal vacancies, this area is desperate for services to non-hospitalized adults, particularly stutterers, laryngectomies and neurogenic patients. So the question after graduation is not 'Who would I be working with?', but rather 'Who would I not be working with?'"

Judith's letter is a graphic statement about the need for more social service professionals in the north.

But those concerned by the shortage of qualified professionals were encouraged this spring, when the Northern Initiatives were announced. "Right now, I'm 10 feet off the ground," said Dan Salhani on the day the announcement was made.

Only time will tell how much the situation will be improved by the initiatives, by the expanded bursary program, and by the enthusiasm of those charged with carrying it all off. But for northern social service professionals, agencies, and ultimately their clients, things are definitely looking up. ●

*Robert A. Miller is the editorial co-ordinator of Dialogue.*



# If help is hard to find...

*An underused source of volunteers could provide practical and spiritual help to those in need*

by Dave Rudan

Ministry staff and agencies are overlooking a potent local resource that can help gain ground toward the development and expansion of community support services—that of clergy and their religious communities.

"We underestimate the powerful roles pastors and congregations play in value promotion, sustaining families... preventing those families from becoming ill, or breaking down," says Don Peake, who heads the ministry's Chaplaincy Services. Part of the Operations Division, Chaplaincy Services consists of 32 ordained staff across the province.

Don's statement isn't idle speculation or wishful thinking on the part of the soft-spoken pastor:

- In Brockville, a local cleric turned the tide of negative criticism toward a group home to positive support, by reminding citizens of their Christian values and belief in helping their neighbours.

- In Sudbury, a young woman, formerly a resident of Muskoka Centre, is well integrated in the community because of the direct assistance offered by a parish priest to the woman's caseworker.

"Chaplains have a unique role," says Don. They are endorsed or commissioned by the local bishop or church authority. They are never fully civil servants but never so much clerics that they forget that they are government employees, he says. Because of this dual relationship they have excellent contacts in the community and the support of their church superiors.

Fifteen of the ministry's full-time chaplains are attached to homes for the aged and 17 work with developmental centres. It is the only role in a facility where the staff person has a relationship with the client, the client's family and the community, explained Don.

Chaplains are resourceful. When he was assigned to Huronia Regional Centre, Don said he was the only pastor for 1,400 people—a number larger than most church congregations or parishes. He began introducing Orillia clergy to the facility and

encouraging residents to attend Sunday church services in town.

He not only met the residents' needs in the institution, but a number of residents became active members of local churches, thus complementing the residents' development and integration into community life.

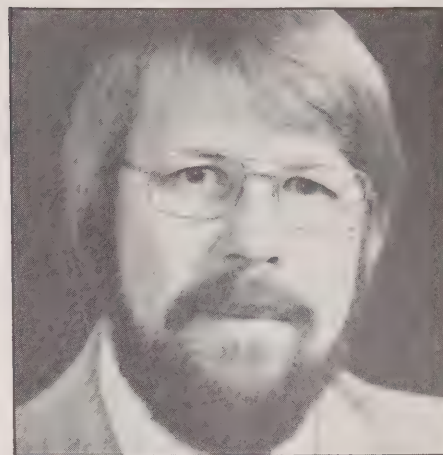
For some time now, ministry staff have quietly questioned the "professionalization" of human services which are clearly spiritual or value-based. "I've seen some real good caring and help over the back fence between neighbours sharing the grief and concerns of a member of the family," said Don.

We need a revival of the "natural flow of care," he suggests. By "revival," Peake isn't referring to an evangelical, spiritual event, but rather the recognition and acknowledgement that volunteered services provided by a religious community are as essential as professional services provided through a community agency.

Don isn't an evangelical Elmer Gantry beating the drum of salvation, but rather a methodical administrator who has used marketing throughout his professional career. Marketing isn't "selling," but rather, listening to the needs of the congregations and co-ordinating ways and means to respond to those needs.

"Many of the social service programs now in place really began in the church," says Don in explaining the historical relationship between organized religion and community social services. Self-help groups emerged out of mutual necessity; faith-based organizations such as the Young Men's Christian Association (YMCA) responded to the community's needs for social and recreational services.

As communities and their needs expanded beyond parish boundaries, government support became the norm. As government accepted more and more responsibility for services, the need for volunteers to provide those same needs



*Rev. Don Peake, co-ordinator of Chaplaincy Services*

diminished. Tax-funded community agencies staffed by professionals were more efficient than religious charities run by volunteers.

"Now, the interesting thing that has happened is the reversal of that," says Don. "Government is saying that we cannot continue to afford to do this (funding all community services) so we need to go back to those groups and invite them to become involved again."

It's difficult for a paid employee, operating within the structure of regulations, to be as flexible and as responsive to a client's immediate needs as a volunteer. Don also cautioned that it would be "unethical" for agencies to raid the volunteer resources of local religious communities.

In his opinion a possible solution toward the expansion of local services would be a working balance between the formal service delivery system and the informal services of the religious communities and clerics. The starting point would be the first stages of planning.

Don hopes that guidelines for community services legislation would identify local religious as an essential player in the planning of community programs.

There is a Provincial Interfaith Committee and nine regional interfaith committees that are open to the idea of being actively involved with area office community initiatives.

Don says he is prepared to brief area management teams upon request about how they can best put to use the untapped potential of local clergy and their religious communities. ●

*Dave Rudan is a communications co-ordinator in the MCSS Communications and Marketing Branch.*



# Behind the scenes at Blue Jays Day

by Jane E. Greer

**M**ore than 200 big yellow buses pulled up behind Toronto's Exhibition Stadium on Sunday, May 28, opened their doors and let close to 10,000 excited children, youth and escorts out to bounce into the stadium for the sixth annual Blue Jays Kids Day.

The kids were treated to the day by the Blue Jays Baseball Club, which provided the 10,000 game tickets, the Variety Club Tent 28 (Ontario) which paid the costs to bring the children from all across Ontario to Toronto, and staff from the Ministry of Community and Social Services who co-ordinated the event from 13 area offices.

People from the ministry always seem to be there when needed and the Blue Jays Kids Day is no exception. It may be fun and games for the children and escorts who reap the benefits of the day, but it's a major undertaking for the ministry people who give their time to organize the event.

In other years, the big day has been scheduled in July, leaving ample lead time to organize and manage the event. This year was different: there wasn't a great deal of time, but even so ministry staff rose to the challenge at the end of March, worked to tight deadlines and brought it all together yet again.

After receiving their instructions, the Blue Jays Kids Day co-ordinators began a process of locating children from across the province to participate in the event. Co-ordinators look for those children who would never be given a chance to experience travel away from home or attend a big league baseball game. Each one uses his or her own personal style to orchestrate the event.

"I involved most of the agencies from the Hamilton area by contacting them and offering them tickets," said Kathy Szota from our Hamilton Area Office. "But I'd do it a little differently next time," she explained. "Some of the agencies were asking for hundreds of tickets that I didn't have."

"We hosted a luncheon for agency representatives to get them

involved," said Mary Hammell from the Waterloo Area Office. "One was held in Waterloo and the other in Owen Sound."

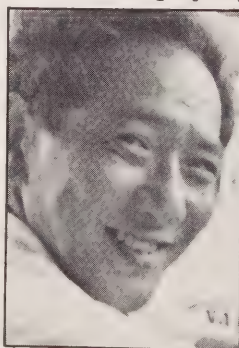
**L**ocating the children is just one facet of the co-ordinator's responsibilities. Each one is charged with ticket distribution and making certain that all are used, arranging transportation and pick-up locations and finding volunteers to act as escorts for the children on the buses. Some of the co-ordinators even approach local businesses and ask for donations of cases of soft drinks and snacks to keep the kids occupied during the long bus trip to Toronto. Others travel on the buses and keep the children entertained with games and sing-alongs.

"The more effort you put into it, the better the day is for everyone," said Ellie Airey, from the Windsor Area Office.

"It's a lot of work," said Judy Dunnington from the Ottawa Area Office. "There are a few problems; for example, this year a few of our agencies sent children with no chaperones. But it's special; a lot of the kids wouldn't otherwise get this chance."

Kathy Szota said she'd do it again. "Most of the agencies appreciate the difficulties we go through to make this day happen and feel that it is a wonderful adventure for the kids."

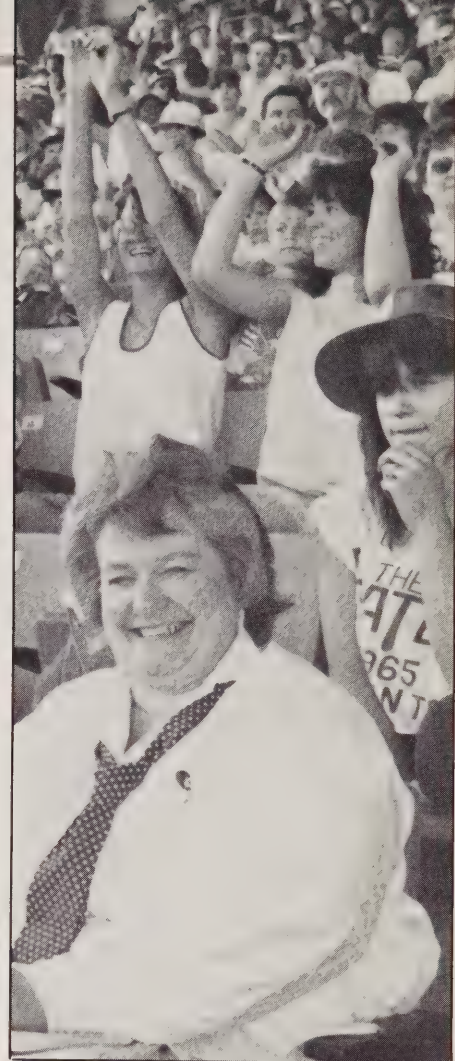
**T**his year it was a slow quiet game for the Blue Jays, but not for the fans that filled the north grandstand. One man in the stands summed it up by saying, "Well,



Lloyd Kishino

at least the Jays came in second and it was great weather."

"It's a great day for all the kids. I'm hearing real raves from all of the agencies that participated," said Ellie Airey.



Fans cheer their approval at this year's Blue Jays Kids Day, including (in foreground) Doreen Campbell of the ministry's Legal Services Branch.

"Next year it's on to the SkyDome."

Special thanks for all the behind-the-scenes work go to Blue Jays Kids Day co-ordinators Ann Purcell (Barrie), Jane Cameron (Mississauga), Hilda Vitor (Toronto), Dave Quinn (Bracebridge), Pat McBain (Timmins), Louise Quenneville (Sudbury), Joan Nishimura (Thunder Bay), Kim Streich-Poser (Sault Ste. Marie), Betty Pettifer (Kingston), Judy Dunnington (Ottawa), Al Lever (Renfrew), Brian Hamilton (Peterborough), Kathy Szota (Hamilton), Marc Roberts, Jim Hignett and Bob Brennan (London), Mary Hammell (Waterloo), Ellie Airey and Don Hamelin (Windsor).

A big hug from all the kids goes to Lloyd Kishino, the man behind the organization representing both the ministry and the Variety Club of Ontario. Lloyd's the systems man in Toronto who, for the sixth year running, fine-tuned the network that brought the 10,000 fans to the Blue Jays Kids Day. ●

Jane Greer is a communications co-ordinator with the MCSS Communications and Marketing Branch.

Photos by Chris Woodall, courtesy of topical and the Human Resources Secretariat



### Employment equity information session

by Joy Issacs

The Employment Equity Program has developed a training and awareness session to inform employees of its new role in the effective management of the ministry's human resources.

The topics that will be addressed in this session include:

- a discussion of the history of this ministry's Employment Equity Program;
- an explanation of the new mandate, and its focus on the designated groups;
- recognition and identification of potential barriers to employment equity;
- the role and responsibility of employment equity staff.

This information will be very helpful to all employees. It provides insight to the changing population of the workforce and will offer positive approaches to the acceptance and beneficial utilization of existing skills.

This session is available upon request. Please contact our office at (416) 963-1976 to make the necessary arrangements.

### Linking with the Human Resources Planning Branch

by Mary Daicopoulos

People have been, and always will be, what this ministry is all about. We work with them, we work for them. The names and faces may change, our office location may change, our office machines continuously change, even legislation changes, but our focus will continue to be on people.

No doubt, a better understanding of these changes will help us to improve the services we provide to our clients, but just as important, it will reinforce our commitment to the staff of this ministry, our most vital resource.

Employment Equity is part of these changes. As you are aware by now, the program is committed to raising and diversifying the status of native people, racial minorities, francophones, persons with disabili-

ties and women within the Ontario Public Service. These groups represent a part of the growing and significantly changing human resource in Ontario.

The recent integration of this program with the ministry's Human Resources Planning and Program Design Branch clearly identifies and recognizes employment equity as an important step towards improved human resource management. This organizational change enhances the already established communication link between our respective units.

As we strengthen and improve our human resources policies and practices, we take full advantage of all our human resources. This includes paying greater attention to the recruitment process and training and development of all staff.

We are confident that this will create a firm foundation upon which together we will achieve full employment equity throughout the province.

### New brochure

by Carol Smith

In May, copies of our new Employment Equity brochure, available in both English and French, were distributed to all staff in the ministry.

The new brochure reflects the Government of Ontario's commitment to achieving a diverse work-

force that reflects the population of the province. In June 1987, the program for women was expanded to include persons with disabilities, francophones, native people and racial minorities.

As part of the commitment to a barrier-free workplace, the Human Resources Secretariat, together with the Summer Experience Program, co-ordinated a physical demands analysis study of jobs in the Ontario Public Service. Each ministry was assigned a summer student to work with the Employment Equity Program to identify and analyse the physical and environmental requirements of jobs in each ministry.

The students reviewed the degree of strength (lifting, handling), mobility (standing, bending) and sensory capabilities (hearing, vision) that are necessary and directly relate to the ability to perform the essential duties of a job. This data will assist human resources practitioners in "matching" successful job candidates who may have a disability with the essential physical requirements of a job. ●

Mary Daicopoulos, Carol Smith and Joy Issacs are on secondment to the Employment Equity Program.

### New professional designation for Garry Baker



Garry Baker

Dr. Garry Baker, a policy analyst with the Services for Disabled Persons Branch's Developmental Disabilities Policy Unit, has been presented with the designation Fellow of

the American Association on Mental Retardation (FAAMR).

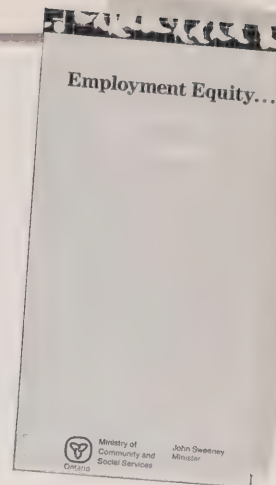
The designation is presented to members of the AAMR who have contributed to improving services for people with developmental handicaps, who have advocated on their behalf or contributed to the field

through academic achievements or research.

Garry is one of only a handful of people in the province who have been given the FAAMR designation.

Garry was the provincial co-ordinator of the Five-Year Plan for community living (1982-1986). Prior to his work at Queen's Park, he was senior program director for the Durham Centre for the Developmentally Handicapped in Whitby, and has also worked at Oaklands Regional Centre in Oakville and Surrey Place Centre in Toronto.

He is a past chairman of the Ontario chapter of AAMR and has served on a number of advisory committees that focus on the developmentally handicapped. ●





### Developing your humour resources

Laughter is the best medicine for what ails you and your colleagues on the job, says a consultant on humour in the workplace.

Many people—especially those in the caring professions, such as social workers and nurses—think there's nothing particularly funny about their jobs, says Neil Muscott of Comedy Consultants, a Canadian company dedicated to exploring humour in the workplace. His talk, "How to Dress for Stress," was a pre-conference workshop at the Sharing Today, Caring for Tomorrow direct care conference sponsored by the Edgar Adult Occupational Centre in June.

**"By working faithfully eight hours a day, you will eventually get to be a boss and work 12 hours a day."**

—Poet Robert Frost

But humour on the job can be therapeutic and provide release from the tensions of the task at hand, Neil said. Give yourself permission to laugh, he counselled.

A sense of humour is a combination of attitude and skills, and can be developed and improved upon, said Neil. It can also be good for your

career: a survey of top executives found that they perceive people with a sense of humour as more flexible, creative and charismatic.

It can be helpful to analyze the personalities of the people you work with and determine the type of humour their personality favours, Neil suggested. Analytical people (serious, orderly, cool, exacting, impersonal) enjoy one-liners based on relevant topics. Driving types (decisive, take-charge, demanding, pushy) prefer one-up-manship and aggressive put-down humour. Amiable people (dependable, personable, non-committal, emotional) enjoy puns, playful teasing and interaction, good-feelings humour, while expressive people (enthusiastic, dramatic, excitable, project-promoters) like the extended, story-telling joke that demands attention.

Most of all, before you can make others laugh, you must be able to laugh at yourself, said Neil. "Learn to take the task seriously, and yourself lightly."

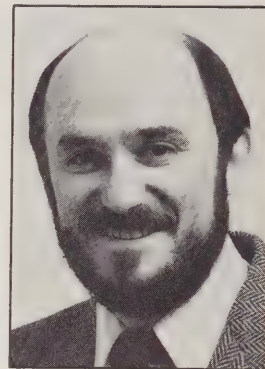
Studies show that the average person makes 15 mistakes in a day, said Neil. "The trick is not to go over your quota."

Other workshops in the three-day conference, which was held in

Barrie, included such topics as vocational assessment, community integration, habit training and the problems of aging clients. ●

### Welcome to Michael Mendelson

Michael Mendelson has been selected to serve as the new assistant deputy minister of Community Services. He assumes his duties with the ministry in October.



Michael Mendelson

Michael's most recent position has been as secretary of the Treasury Board for the Government of Manitoba. In that role he was responsible for overseeing the development and implementation of fiscal policy for the province, including the preparation of the annual expenditure and revenue estimates, and overall financial management of government spending programs.

From 1983 to 1987 he was the deputy minister in the Manitoba Department of Community Services, where he was responsible for the administration of Manitoba's social and correctional services department. Much of his work was devoted to new policy initiatives with the goal of increasing community participation in social services.

He has also worked with the federal Ministry of State for Social Development and the Ontario Economic Council as well as holding various positions in central agencies and social services in Manitoba.

Michael has an honours bachelor degree in philosophy from the University of Manitoba and a master's degree in political economy from the University of Toronto. He has also completed the course requirements for a doctorate in political economy.

Sandy Lang has been the acting ADM and will continue in that role until October. ●



### Adieu to Ben Goldberg

Saying farewell is often a sad occasion, but for those at CPRI in London, it was an opportunity to publicly honour Dr. Benjamin Goldberg, the director of treatment, training and research. After 28 years of helping CPRI grow from its earliest days to a respected institute, Dr. Goldberg is moving on to the University of Western Ontario. He will

serve as director of a program focusing on developmental disabilities.

Friends and colleagues gathered recently to wish him well in his new position.

The photo shows Dr. Goldberg listening while CPRI administrator Eugene Sorin recounts some of the events of Dr. Goldberg's years at CPRI. ●



## Human Resources Forum provides an array of new ideas

**H**ow can managers and human resources professionals work together to plan and manage the new directions this ministry will be undertaking in the next few years?

More than 200 executives, managers and professionals from across the ministry tackled this issue in June at the Human Resources Forum in Toronto, where they examined new ideas and approaches to workforce design, structure and management.

The Human Resources Forum, sponsored by the Human Resources Management and Staff Development Branch, was the first in a series of initiatives that MCSS will be taking to assist managers in planning and managing change in their organizations.

The minister, John Sweeney, and the deputy minister, Peter Barnes, kicked off the conference with inspirational messages that, as one participant later noted, "rekindled a commitment and enthusiasm for working in one of the most exciting provincial ministries."

Their messages set the tone for the rest of the three-day event. Mr. Sweeney told the gathering that the ministry's future depends on its people, and the extent to which we want to see effective service delivery to clients is the way we must treat those with whom we work. Mr. Barnes offered a statement of strong commitment to implementing the ministry's human resources strategies.

The conference included more than a dozen workshops on such subjects as alternative work structures, wellness in the workplace, motivating marginal performers and the impact of social trends on human resources management.

The keynote speaker on the second day, Professor Robert Quinn, spoke on *Managing in the '90s—The Juggling Act*. He enthralled participants with his descriptions of four methods of organizing, and how managers must learn to operate in all four methods simultaneously.

Managers who survive will be those who can be flexible and fit the political and product systems throughout the organization, he said. Managers often fail because they remain committed to a dying

strategy that had been abandoned.

The keynote speaker on the last day of the conference was Dr. Peter Jensen of the Centre for High Performance, who addressed the achievement of high performance through mental fitness. Dr. Jensen, who works with Olympic athletes, has developed a set of mental fitness skills that executives and managers can use to maintain peak performance under stress. His main message was that we often fail to perform, not because we're not capable, but because we program

ourselves for failure.

Other sessions, such as *Employment Equity, Creating a High Performance Team and Organizational and Job Design*, dealt with emerging trends and alternative approaches to working with people.

At the end of the conference, participants were presented with a blueprint for identifying, planning and managing change in their own organizations. ●

### Mary Brittain

Manager of development and training, Human Resources Management and Staff Development

## A leader in giving

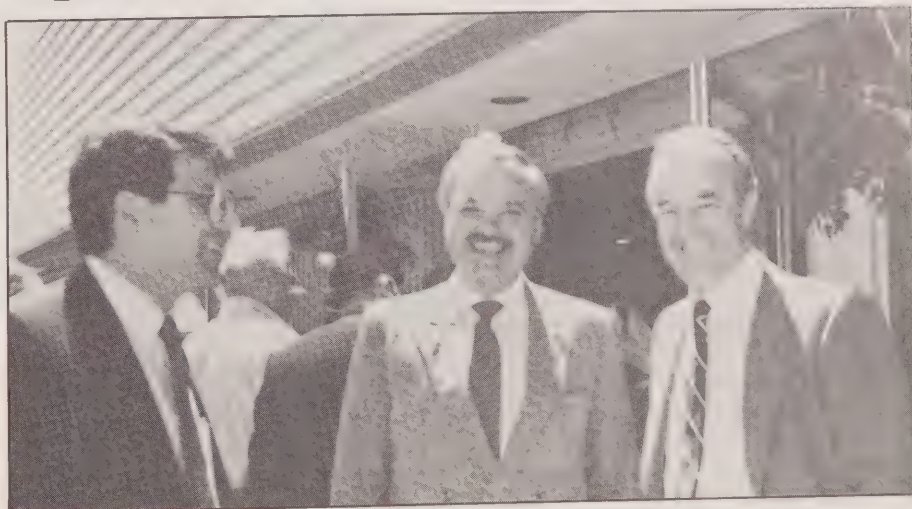
**T**he 1988 Federated Health Campaign went over the top with the help of people like David Abramowitz (right), senior adviser of employee relations with the ministry's Human Resources Planning and Program Design Branch. David was one of just 11 Ontario government employees—and the only one with the Ministry of Community and Social Services—to receive the Campaign Leader Award. This award, which is new to the charity fundraising campaign, is presented to individuals who have contributed generous donations of more than \$500 to the campaign. David is seen in the photo being



Julia Naczynski

congratulated by John Sweeney, the Minister of Community and Social Services. ●

## A place to learn about work



Jane E. Greer

**A** new multi-purpose complex dedicated to providing vocational opportunities for developmentally handicapped adults has opened in North Bay. The F. J. Dellandrea Place, located at 741 Wallace Road, houses a workshop for the manufacture of quality wood furniture, a small product packaging plant, a product showroom and a

restaurant. It was officially opened June 8 to an overflow crowd of spectators. Seen in the photo at the opening are Roger Gingras, program supervisor at the North Bay District Office; Jim Pride, area manager for the North Bay Area Office; and Gilles Morin, parliamentary assistant to the Minister of Community and Social Services. ●



## More new faces in French Services

**G**érard Delisle, co-ordinator of French Language Services for the Hamilton Area Office since late May, is a native of Welland. Prior to his move to Hamilton, Gérard worked for six years as assistant to the director of Radio-Canada in Sudbury.

Over the past 10 years, Gérard has been involved in the delivery of social services in Ontario. His experience includes the development of a recruitment program of francophone volunteers for the Central Volunteer Bureau of the Ottawa-Carleton Social Planning Council in 1979. He then worked as community development worker for the Kapuskasing Child and Youth Development Centre.

In March 1981, Gérard was seconded to the Timmins District Office of MCSS to co-ordinate a consultation on children's services in the district of Cochrane and Temiskaming. During his stay in Sudbury, Gérard was a member of the board of directors of the Sudbury Family Services, first as vice-president and then as president of the board.

Gérard's arrival in Hamilton is really a return to his roots. He is delighted to be able to live and work in the Hamilton-Niagara area.

**R**aymond Blanchette joined the Windsor Area Office last February as co-ordinator of French Language Services. Raymond comes to the ministry from the federal public service, where he had been working since 1972 as a social development officer with the Secretary of State.

During this time, he worked in Thunder Bay, Ottawa, Timmins and Sudbury and was primarily involved with the francophone community. He was also called upon to assist multicultural groups and the native people of these regions.

In 1970, Raymond was a community development worker with the Association canadienne-française de l'Ontario (ACFO) where he was responsible for the area between Belleville and Brantford and Toronto to Midland.

A native of Wahnapiatae in Ontario, just east of Sudbury, Raymond first studied in Sudbury. He then com-



Gérard Delisle

pleted his formal schooling at the St-Alphonse Seminary, a college affiliated with Université Laval in Quebec.

Raymond brings to the ministry a thorough understanding of the Franco-Ontarian community. His experience will be an asset to the Windsor Area Office. ●

## D'autres nouveaux visages aux services en français

**G**érard Delisle, coordonnateur des services en français du bureau de secteur de Hamilton depuis le 26 mai dernier, est originaire de Welland, dans la péninsule du Niagara. Avant son déménagement à Hamilton, Gérard a travaillé pendant six ans comme adjoint du Directeur de Radio-Canada à Sudbury.

Depuis 10 ans, Gérard s'est impliqué à différents niveaux dans le domaine des services sociaux en Ontario. Son expérience comprend la mise sur pied d'un programme de recrutement de bénévoles francophones au bureau central des bénévoles du Conseil de planification sociale d'Ottawa-Carleton en 1979. Il a ensuite travaillé comme agent de développement communautaire au Centre de développement de l'enfance et de la jeunesse de Kapuskasing.

En mars 1981, Gérard a été prêté au bureau de Timmins du Ministère afin de coordonner une consultation au sujet des services à l'enfance dans les districts de Cochrane et Temiskaming. De plus, Gérard a travaillé comme bénévole au Service familial de Sudbury, d'abord comme



Raymond Blanchette

vice-président et ensuite comme président du conseil d'administration.

L'arrivée de Gérard à Hamilton est pour lui un véritable retour aux sources. Il est heureux de pouvoir à nouveau vivre et travailler dans la région de Hamilton-Niagara.

**R**aymond Blanchette s'est joint à l'équipe du bureau de secteur de Windsor en février dernier à titre de coordonnateur des services en français. Raymond nous vient de la fonction publique fédérale, notamment du Secrétariat d'Etat où il travaillait comme agent de développement social. De 1972 jusqu'à son départ du Secrétariat d'Etat, Raymond a oeuvré à Thunder Bay, Ottawa, Timmins et Sudbury. Il travaillait tout d'abord avec les communautés francophones mais également avec les groupes multiculturels et autochtones de ces régions.

En 1970, Raymond travaillait à titre d'animateur communautaire pour la région de Toronto pour le compte de l'Association canadienne-française de l'Ontario. Son territoire s'étendait de Belleville à Brantford et de Toronto à Midland.

Originaire de Wahnapiatae en Ontario, Raymond a suivi ses premières études à Sudbury pour ensuite poursuivre ses études au séminaire St-Alphonse, collège affilié de l'Université Laval au Québec.

Raymond amène avec lui une connaissance étendue des communautés franco-ontariennes; son expérience sera sans aucun doute un complément à l'équipe du secteur de Windsor. ●

**Ghislaine Denault**  
French Language Services Officer



## Volunteerism: use it or lose it, provincial conference told

More than 800 participants—some from as far away as Newfoundland, British Columbia and California—attended the provincial conference on volunteerism held in Etobicoke in June.

The conference, called InterAction 88: Leading Volunteerism into the 'Nineties, featured more than 60 workshops on a variety of subjects from training and motivating volunteers to automation in the voluntary sector.

The three-day event was sponsored by the ministries of Community and Social Services, Tourism and Recreation, and Citizenship as well as the Ontario Association for Volunteer Administration. The Ontario Association of Volunteer Bureaux/Centres (OAVBC) co-ordinated the conference.

The relationship between government and the voluntary sector was explored in one workshop presented by Linda Graff, the executive director of the Voluntary Action Centre of Hamilton-Wentworth and Jim Rice, an associate professor of social work from McMaster University. In their workshop—titled *Governments and the Voluntary Sector: Who Should Do What?*—Linda posed a number of questions that will have to be addressed in the future as community services fall more and more to volunteer organizations, such as:

- What is an "essential service" and should the government be responsible for essential services?
- What kinds of work or services can or should be paid for?
- What kind of work should volunteers do? What work should paid staff do?
- Can the volunteer sector do a better job at some things than the government?

Linda told the workshop participants that the need for services for people is continually growing at a rate that is difficult to cope with. For example, "Ten years ago we didn't hear of battering or sexual abuse of children." This means that as new services come into being, they don't get the funding they need that older, more established services do, said Jim. One of the ways of stretching resources is through the use of volunteers, he said. "We're

prepared to ask volunteers to do anything."

The government is good at universal services, such as health and education, and at raising funds through taxation, they said, but the voluntary sector can react more quickly to community needs and do it at less cost. The main problem with volunteerism is that, as a movement, it is fragmented and territorial, and has no collective voice, workshop participants agreed. A collective voice among volunteers could ask for taxation concessions for donations and volunteer work, which would encourage would-be volunteers to participate, they agreed.

In *Future Trends in Volunteerism*, presenter Ruben Nelson of Square One Management Ltd. of Ottawa predicted that "the next 15 years should be a golden time for voluntary action" because motivated, better-educated potential volunteers are in abundance and the number of older people with good health and free time is growing.

"Duty is not the word that turns them on," Ruben noted; instead, the aging baby-boom generation is motivated to volunteer by such factors as personal growth, social pressure, and attraction and identification with the cause or agency.

Governments must be aware of volunteerism and move to sustain it, or they will lose it, said Ruben. One example of the loss of volunteerism is seen in donations of blood in the United States: there, many blood banks must pay for donations. "In Canada, blood is a gift." ●

## Help for telephone problems



A new service is now available for users of the Ontario Communications Network (OCN) to report line and equipment problems.

Users of OCN—the province-wide government telephone system—can call 963-3900 at any time for help with the voice network.

That number will connect them with the CTS Service Desk in Toronto, with service available 24 hours a day, seven days a week.

CTS, or Computer and Telecommunications Services, is part of the Ministry of Government Services.

The Service Desk was first established in September of 1986 to support users of computer services, but has now been expanded to include support for users of the OCN.

The purpose of the Service Desk, said co-ordinator Joseph Scianitti, is to provide a single point of contact for all customers. The Service Desk takes on full responsibility for handling problems from the time they are reported until they are resolved to the customer's satisfaction. The result is a consistent level of support.

The Service Desk does not replace 611, which is the number for telephone repair service. ●

## Memorial fund named for John Anderson

A bursary that will assist students of social work in completing their educations has been established in the name of the late John G. Anderson.

John, a former assistant deputy minister with the ministry, was executive director of the Ontario Municipal Social Services Association (OMSSA) when he was killed in a car accident in March. He joined the Ministry of Community and Social Services in the 1950s when it was known as the Department of Public Welfare and served as director of general welfare assistance and as assistant deputy minister of social resources before taking early retirement in 1982 to join OMSSA.

Individuals from OMSSA and MCSS, with the support of John's family, have established a bursary at the University of Toronto's School of Social Work to provide financial assistance to students for whom financial hardship may impede their plans to complete the program. Preference for the bursary will be given to sole-support parent applicants.

Contributions to the fund may be sent to "The John G. Anderson Memorial Fund," Provincial-Municipal Relations Unit, MCSS, 3rd floor, Hepburn Block, Room SW 327, 80 Grosvenor St., Toronto, Ontario, M7A 1E9.

Income tax deduction receipts will be issued for contributions.

Further information can be obtained by calling Deirdre Heaslip at the unit at (416) 963-2925. ●



## Meet the North Bay Area Office

by Jane E. Greer

When Joe Lynch and the gang from the North Bay Area get together they really throw a good conference. The first major meeting since the area was reorganized five years ago was held in North Bay on June 7 and 8.

At least 250 faces from across northeastern Ontario flew, bussed or drove to gather in North Bay. The conference included staff from Gravenhurst's Muskoka Centre, Project DARE in South River, the North Bay District Office (Bracebridge, Parry Sound, South River and Sturgeon Falls), and the Timmins District Office (Cochrane, Hearst, Kapuskasing, Kirkland Lake, Moosonee and New Liskeard).

The purpose of the two-day meeting was to strategize, share in the future directions of the ministry, network and, for the most part, to say hello for the first time.

At the beginning of the conference, area manager Jim Pride set the stage by quoting Solomon: "Where there is no vision, people perish."

Jim directed his opening remarks to the operations of the northeast area. "We have a tough time trying to manage our resources and are all faced with the challenge of finding innovative ways to enrich both our lives and the lives of the people we provide services for," he said. "They have various needs and we have limited resources."

Jim said staff must find ways to provide services for people and engage the available resources to the best advantage. "All of this requires the commitment of our staff at various levels to make things work."

Jim, noting that most staff enjoy what they do, encouraged everyone to give others a reason to do their very best.

The challenges facing the area include managing within current resources, developing finance targeting and managing well with a clear view of the future.

Regional director John Rabeau offered a state-of-the-nation talk on environmental and social trends as they affect the North Region of the



Project DARE staff plan their strategy during a stress-reducing baseball game at the North Bay Area Office conference.

province. The north has traditionally had a smaller portion of the population residing within a vast area: it has 80 per cent of the province's land mass but only 10 per cent of its population.

John said this will not change and that, together, ministry staff need to find new ways of doing business. We have to look at how services are provided, begin to provide them closer to home and offer appropriate services that won't break the bank, he said.

Other sessions included Jean McCartney of the Elderly Services Branch, Paddy Colfer of the Children's Services Branch and Maxine Walsh from the Services for Disabled Persons Branch in a discussion of the role of institutions, and Israel Lyon from the Ministry of Northern Development discussing social services in the northern economy.

On a light note, Maurice Charbonneau, staff training co-ordinator at Muskoka Centre, moderated the last day of the conference with song. Beginning the morning with *Splish Splash I Was Taking A Bath* (complemented by his own words), he introduced Timo Hytonen, director of Human Resources Planning and Program Design Branch. Then it was *Yakkity Yak Don't Talk Back* that welcomed Gilles Morin, parliamentary assistant to the Minister of Community and Social Services, and Joe McReynolds, director of Operational Co-ordination. A final song, *Will We Ever Return*, wrapped up the event.

Congratulations for organizing a top-notch professional conference go to the committee of Joe Lynch, Sharon Smith, Jane Halliday, Pat McBain, Cyndy Byles, Gail Halford, and Maurice Charbonneau. ●

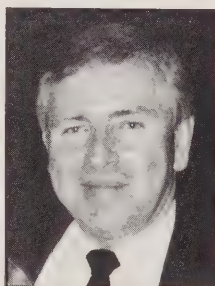
## People on the move

Several new appointments have been made in the Central Region.

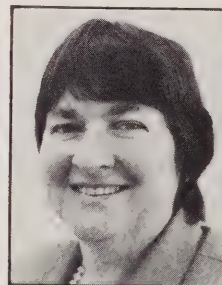
Al Strang became area manager for the Barrie Area Office as of May 30. He was previously area manager, Toronto and before that was in Hamilton.

Agnes Samler took over as area manager for Toronto Area Office May 30. She had been administrator of Thistletown Regional Centre; she has been manager in programs for young offenders, developmentally handicapped and children's treatment.

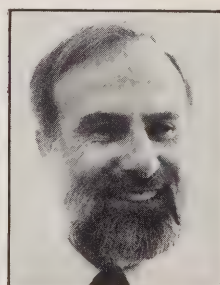
Mike Jarvis took over the duties of administrator of Thistletown in September. He had just completed



Al Strang



Agnes Samler



Mike Jarvis

a secondment to Operational Co-ordination and, prior to that, was area manager in Barrie.

In conjunction with these assignments, regional director Michael Ennis announced a change in the reporting relationship of Thistletown. The centre, which has reported directly to the regional director, has become the responsibility of the Toronto area manager because of its role in the service network of Metropolitan Toronto. ●



## Combatting crime in the office

Concern over a rise in the number of reported thefts from ministry offices has led to the creation of guidelines to improve security in MCSS.

The thefts have ranged from personal items such as handbags and wallets to ministry-owned assets such as personal computers and video cassette recorders. "It's a situation we want to nip in the bud," says Danny Cuvelier, manager of General Services for the ministry's Capital and Administrative Services Branch in Queen's Park and chairman of a recently-formed security committee. "There's a potential for a lot of theft."

The key to preventing losses is awareness, he says.

"Be aware of people coming into your office," he says. "I think if people took time to question people who shouldn't be there, we could cut down on our losses."

One of the difficulties of keeping "attractive assets" such as PCs secure is that much equipment is portable, says Danny. Lap-top computers, for example, are the size of a briefcase. "We don't want to discourage people from working at home, because that's obviously to the ministry's advantage, but we would like to cut the number of losses."

The first line of defence in safeguarding assets is the locked door. Managers responsible for equipment should ensure such items are properly secured in a locked room or locked cabinet when not in use. PCs can also be equipped with lock-down devices to prevent their removal, he said. Such devices can be obtained through the purchasing section (call 416-965-0647).

Marking items to make them less desirable as re-sale merchandise is another line of defence. The security committee is recommending a three-pronged strategy: non-removable decals that identify assets as ministry property; inventory tags; and invisible coding under Operation Provident which allows the Ontario Provincial Police to identify recovered items as ministry property.

"We know these measures won't prevent theft, but it will make it harder on the potential thief to sell stolen property," says Danny. ●

## Contributing to the Community: 1987 Volunteers



The two recipients of the Staff Community Involvement Awards from the North Region, Michael Tulp of Muskoka Centre and Sherry Hogan of Northwestern Regional Centre.



Central Region recipients of the Staff Community Involvement Awards: (front row) Celestine Chan, Anne Squires, Olga Danylak, Joan Kruspe and Margaret Allen; (standing) Patricia Wood with the Hon. John Sweeney, Colin McHaffie, Greg Bayford, David Kelley, Dr. Jamie Emerson for Barbara Smith and Barrie Youngblut. Not available was another award recipient, Rosemary McLaughlin.



Southeast Region recipients of the Staff Community Involvement Awards: Pam Dawson with the Hon. John Sweeney, Elizabeth Grange, William Evoy, Gail Steeds, Don Baker and Ron Marsden for Angelo DiFrancesco.



Southwest Region recipients of the Staff Community Involvement Awards: standing at the back are Dave Vice and Terence Horney; others, from left to right, are Jean Houze, Alida Poort, Dionie Renaud, Gina Scudiere, the Hon. John Sweeney, Mary Hammell accepting the award for James Henderson, and, next to her, Brenda Dineen. Other recipients were Jim Seney and Gordon Hardwick. Also seen in the photo (front row, to right of Mr. Sweeney) are Sara Marcus and Eileen Deeley of CPRI, recipients of special service awards.

Photos by Bob Clark



# Poverty: The new women's issue

*A new film explores the face of poverty and warns teenaged girls: "It can happen to you."*

by Julia Naczynski

**I**t could be sub-titled "Down And Out in Canada."

"*No Way! Not Me*," a powerful film that shows the reactions of teenaged girls as they learn the grim statistics about women and poverty in Canada, is the first in a five-part documentary series on the feminization of poverty.

The film, a production of the National Film Board of Canada, premiered to an overflow audience at the Royal Ontario Museum in Toronto in April.

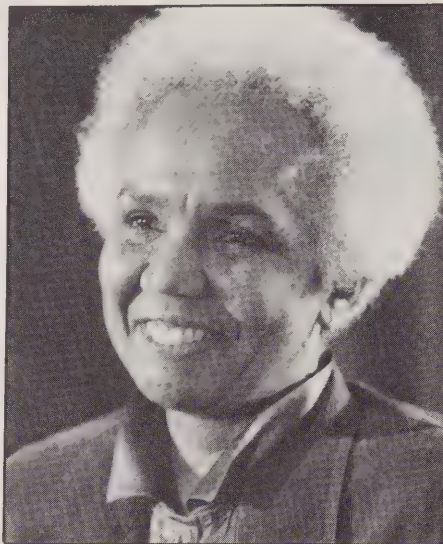
Reviewers have said it should be required viewing for every high school in the country.

"*No Way! Not Me*" shows the skeptical reactions of a mostly female high-school audience to a talk given by Canadian social activist Rosemary Brown as she cites the overwhelming evidence that Canada's poorest people are, for the most part, women. Interspersed with film of poverty-stricken elderly women, single women and single mothers—some of them teenagers—are these facts from her talk:

- more than half of Canada's poorest people are female—widows, single women and single mothers who are the sole support of their children.
- one of every 10 teenaged girls in Toronto becomes pregnant before she is 20.
- there are more than 500,000 single-parent families in Canada; 85 per cent are headed by mothers and of that 85 per cent, more than half live below the poverty line.
- 75 per cent of minimum-wage earners are women, while only 7.5 per cent of professional, managerial and administrative positions are held by women.

In the film, Brown tells her audience—composed of teenagers from 10 high schools in Toronto—that to avoid the trap of poverty they must resist the outdated notion that they will be "taken care of" by their husbands or partners.

The key to avoiding the trap is in self-sufficiency, and that means staying in school, taking control of their lives and aiming for a meaningful work life, she said. Although



Rosemary Brown

education doesn't necessarily result in wealth, "it's almost always true that for women, the lack of an education equals poverty," she tells the teens.

The film was followed by a panel discussion that included Joanne Campbell, chairperson of the Social Assistance Review Board, who said that the social assistance system is, in many ways, a trap rather than a safety net.

She said that for women, especially mothers, the system is predicated on the assumption that mothers will not enter the workforce but instead will be engaged in looking after their children.

It is very difficult to move into the workforce after being on social assistance, she noted, because it provides, at no cost, many of the necessities of life, such as prescription drugs. Most women who leave social assistance behind for employment find themselves in low-paid, part-time work that cannot begin to meet these needs, she said.

"People want to move off it (social assistance); they want opportunity," but the economic reality is that too much must be sacrificed to do so, she said.

She suggested the need for "transitional" assistance to help social assistance recipients break their dependency on the system.

She also strongly urged the audience—mostly women—to become

involved in politics in order to effect change in government policy on housing, child care and social assistance. There is a need for "a social assistance system that gives people opportunities instead of trapping them." ●

## Northern social work textbook to be developed

**A** social work case book that will focus on Northern Ontario case studies will be the result of the 1988 Sophie Boyd Research and Study Grant.

The award has been given to Mary Louise Kelley, a faculty member of Lakehead University in Thunder Bay, by the University of Toronto's Social Work Alumni Association.

The award will enable Ms. Kelley, who graduated from the University of Toronto with a master's degree in social work in 1977, to develop and edit a collection of general Canadian social work case studies.

"To the best of my knowledge there currently is no Canadian social work case book available which provides appropriate practice examples from which to illustrate generalist theory and practice," said Ms. Kelley. Her book will be used in teaching undergraduate social work students.

Northern Ontario's isolated and mostly rural region makes social work practice there different from the practices used in urban areas. Ms. Kelley's work will attempt to document those practices employed in areas with limited or no access to formal social welfare resources.

Case studies from the field of justice will be included along with practice studies from child welfare, mental health, medical social work, community development, action research and native social service.

Sophie Ridley Boyd, for whom the award is named, was a 1934 alumna of the University of Toronto. The award honours her contributions to the development of social work as a professional field of study. ●



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Vol. 12, No. 1, Winter 1989

# dialogue

**Getting to work**  
**Job experiences**  
**with a difference**







# Ontario

Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

## dialogue

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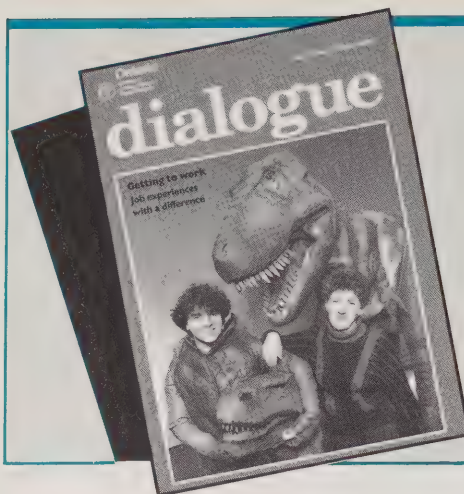
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**COVER:** The Royal Ontario Museum is one of many community agencies to benefit from programs designed to help social assistance recipients gain on-the-job experience. Barbara Bork and her son Marlowe (with ROM dinosaur friend) have gained work experience at the museum through ministry-supported employment programs. See our story on page 11. Cover photo by Brian Pickell.

## IN MEMORIAM: Sam Morreale



Sam Morreale

Sam Morreale, a program supervisor with the ministry's Hamilton Area Office and a well-known figure in Hamilton and Queen's Park, passed away suddenly October 13, 1988. He was 49.

Sam was born in Hamilton, where he attended Cathedral Boys High School and was a member of the Scarborough Foreign Missions Society, serving in the Dominican Republic for five years.

Sam held a masters degree in social work from Wilfrid Laurier University. He made a career of social services from 1966, working in hospital social work, child welfare and as a director of professional services with Hamilton-Wentworth Family Services.

Sam joined the Hamilton office as a program supervisor in the newly-created children's services division in 1979, a post he held until 1984. He later became the first director of the Ontario Centre for the Prevention of Child Abuse.

He was seconded to the ministry's accountability project, and returned to the Hamilton office this past summer as a program supervisor for services to the elderly.

Sam suffered a heart attack while playing squash, and passed away at St. Joseph's Hospital in Hamilton.

Colleagues described Sam as a man of "tremendous vitality" who enjoyed life to the fullest. He was deeply involved in and committed to all aspects of community life. Sam's many interests included owning a racehorse, a love of jazz music and sports, both as spectator and participant.

Sam was nicknamed Sunny and close friends agree that the name pretty much described him. He was personally outgoing and a man of passionately-held beliefs.

Sam was deeply devoted to his wife Lorraine and two school-aged sons, Angelo and Daniel. ●

## New parliamentary assistant

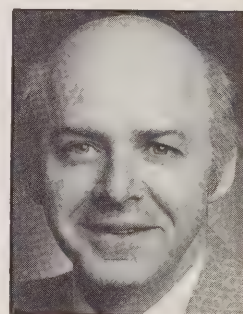
Tony Ruprecht, MPP for Parkdale in Toronto, was named parliamentary assistant to John Sweeney in October.

Mr. Ruprecht has represented Parkdale since 1981. During his

time in the Ontario legislature, he has been Minister Responsible for Disabled Persons, Minister Without Portfolio and, prior to this appointment, he was the parliamentary assistant to the Minister of Citizenship.

Mr. Ruprecht has also served in municipal government as a senior alderman in Toronto.

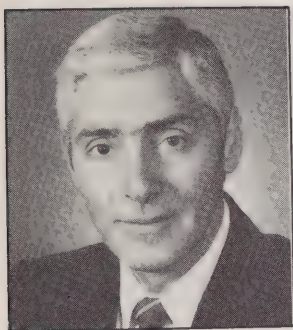
He has been a professor of political science and taught at such institutions as Carleton University and York University, among others. ●



Tony Ruprecht



# Toward a fairer system



**T**he calibre of the work accomplished in any organization depends largely on the skills and dedication of its staff. This ministry is no exception. Every one of us has an integral part to play in carrying out the ministry's mandate.

And, as we step into 1989, we know that we move forward not only in time. We also move forward

toward more up-to-date approaches in our response and commitment to the Ontarians we serve.

We have known for some time that a number of our approaches are outdated. For that reason, two years ago I appointed a committee, the Social Assistance Review Committee, to look into Ontario's social assistance program.

In September 1988 I received the committee's report, entitled *Transitions*, which is the theme of this issue of *Dialogue*.

Everyone involved in the report should take pride in this comprehensive document and its thoughtful recommendations. During the coming months it is important for us, in the ministry, to review the 274 recommendations with the utmost care. We will give the report the

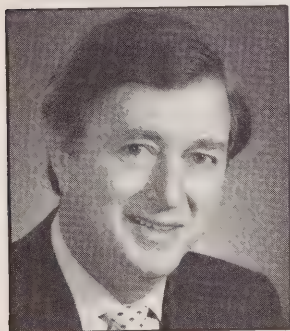
same detailed attention that the committee has put into its production.

Although many changes and challenges lie ahead, I am heartened by the knowledge that all of us on the ministry team remain united in our determination to work for the best interests of the children and adults who are the ministry's clients.

My sincere good wishes to each and every one of you for the coming year.

John Sweeney  
Minister  
Community and Social Services

## Changing with the times



**T**his is the time to thank all of you for the efforts that have gone into the past 12 months. It has been a time of review and

adaptation—reviewing how we manage, and adapting to the new initiatives of the government in areas such as child care and services for the developmentally handicapped.

During the next year, as we respond to the Social Assistance Review Committee and work on our joint planning efforts with the Ministry of Health, we shall continue to be challenged. There will be, inevitably, uncertainties. However, in this day and age it is the capacity to cope with change and uncertainty that singles out the most effective organizations. To meet this challenge, the

ministry must continue to be supportive of all the people who work with it. This we are committed to.

I look forward to working with all of you in the New Year as we strive to provide better co-ordinated and more effective services to those who depend on us.

Peter Barnes  
Deputy Minister  
Community and Social Services

## A hug for a hero

**E**ight-year-old Andrew Erlich has something in common with Great Lakes swimmer Vicki Keith.

They both have made headlines by making the swim of their lives.

For Andrew, swimming took on life-saving proportions one afternoon in 1987 when his older brother, Sacha, fell into the family's swimming pool. Andrew, then 7, dove in and hauled his brother to the surface.

For his bravery, Andrew was presented with an award of merit by the Royal Canadian Humane Society. He was one of 21 people to receive an award at an October reception sponsored by the Ministry of Community and Social Services.



Sacha Erlich, left, and hero brother Andrew share a hug from Great Lakes marathon swimmer Vicki Keith.

Andrew received an additional thrill when he met Vicki Keith, the long-distance swimmer who was the first person to swim all five of the Great Lakes. She was one of the award presenters at the reception, which was held in Toronto.

Awards were also presented by the Minister, John Sweeney, Deputy Minister Peter Barnes and Harold Embree, president of the RCHA.

Other recipients included Anthony Poirier and Donald Kunkel of Toronto, who on New Year's Day 1988 saved seven people from an apartment fire; David Marsh of Welland, who entered a burning apartment building twice to rescue two people; and Richard Rzeplinski and Salvatore Silvestri, who jumped off a yacht in Toronto to save a passenger who fell overboard. The victim was saved, but Mr. Silvestri died in the rescue. His award was presented posthumously.

Since 1894, the Royal Canadian Humane Society has recognized the efforts of people who risk their own lives to help others. ●

Toronto Star photo



# Making *Transitions* for those who need help the most

*The report of the Social Assistance Review Committee offers a framework for the future of social assistance*

by Julia Naczynski

**“*T*ransitions: passage or change from one set of circumstances to another... change from one style to another.”**

*Transitions* is a most apt title for the report of the Social Assistance Review Committee, which released its long-awaited findings in September. With its sweeping recommendations to overhaul Ontario's social assistance system, it is an ambitious framework for social assistance policy for the next decade, and beyond.

The chairman of SARC's 12-member committee, George Thomson, is pleased with public reaction to the report to date. "People agreed that we accurately described the problems... that we have accurately reflected the issues," he says.

George is aware that much will depend on the priorities and budget of the provincial government when budget time comes in April. He and his fellow committee members feel encouraged by the support of the Minister of Community and Social Services, John Sweeney. "He has been supportive throughout the two years we've been working on this," says George, who was an Associate Deputy Minister with the ministry (he is now director of education for the Law Society of Upper Canada). "I have a lot of respect for his commitment for this."

The committee was appointed by the minister in July 1986 and travelled around Ontario over a three-month period to hold public hearings. There were 23 days of public hearings held in 14 cities, and about 1,500 submissions were made in all.

Presentations came from representatives of community organizations, municipal agencies, special-interest groups and others concerned with poverty and other social issues. Many people who addressed the committee were individuals who

spoke eloquently of their personal experiences of living on social assistance.

The committee's findings, boiled down to the simplest and most essential items, are:

- that the social assistance system in the province fails to adequately meet people's basic needs;
- that the system is so complicated and has so many disincentives in it that it is difficult for people to leave social assistance and become self-reliant;
- that the continual growth of the system belies the common belief that welfare shouldn't be needed when economic times are prosperous—the belief that anyone should be able to get a job and be self-sufficient during times when jobs are plentiful.

The report also explodes many of the myths that surround social assistance and the people who need it.

"The myths the people carry around are not borne out by reality," noted George Thomson in an interview. Many attitudes towards social assistance and those who receive it are based on misperceptions or misinformation that don't stand up to the facts. (See *'Myths about welfare'* on page 5.)

**H**ere are some of the highlights of the recommendations in *Transitions*. (Note: To best understand the report, the actual *Transitions* core document should be consulted. Also available is the 110-page Summary, which lists all 274 recommendations. Copies should be available in your workplace, ministry Area Offices or from your manager.)

The committee suggests that its recommendations be phased in over time in five stages, including these:

- There should be a restructured income security system that includes a disability income program, a children's benefit, and income supplementation for the working poor.

- Major changes to the benefits structure should be made to provide a new, single Social Assistance Act (rather than the current Family Benefits and General Welfare Assistance Acts), adequate rates, reimbursement of shelter expenses based on real costs, a reduction of categories of eligibility and a new definition of "disability."

- A policy should be adopted that reinforces the overall objective of moving people from dependence on the system to self-reliance—the "transitions" referred to in the title of the report—by providing social and support services. This includes "opportunity planning" which would assist recipients in making the transition from dependence to self-reliance. It would involve developing an action plan with the individual to help him or her reach his or her fullest potential, move into the labour force and/or integrate into the community.

To meet these goals, two separate staff positions would have to be created: the income support worker and the opportunity planner.

- Human resources—the ministry's employees—should work within standardized caseload sizes and receive standard training that would be determined by a new municipal-provincial committee on training.
- Financial disincentives that discourage recipients from seeking employment should be eliminated or reduced. For example, recipients should be permitted to deduct child care expenses as a work-related exemption. An income supplementation program, designed in co-operation with the federal government, should be established to top up the wages of low-income workers; a revamped Work Incentive Program (WIN) could be the foundation of such a program. However, the requirement to "work for welfare" should be prohibited. Illiteracy, one of the greatest barriers to employment, should be vigorously combatted.





Chico Taenschel

Minister John Sweeney is presented with the first copy of *Transitions* by George Thomson.

► Program delivery should be revamped; this should include improving the quality of decision-making, simpler applications for assistance and French-language as well as interpreter service. The Social Assistance Review Board should have an in-house counsel office—a recommendation that has already been implemented—and the system of community legal clinics expanded to ensure that legal advocacy services are available to applicants and recipients. If benefits are to be reduced, suspended or terminated, the onus should be on the social assistance authority to prove the case against the appellant, and the board should issue decisions within 15 days of completion of the hearing.

► Recommendations for reforms related to social assistance include extending the Drug Benefit Plan to low-income earners who do not receive social assistance, expansion of the Assistive Devices Program, abolishing premiums for the Ontario Health Insurance Plan and the development of affordable housing by non-profit housing providers.

► Administration and funding matters include the recommendation that all employment programs for the disadvantaged be located in one ministry.

The report also addresses special-needs populations, such as disabled persons, youth and native peoples. It recommends that the initiatives of Project Opportunity

be implemented, including a wage policy that provides people with disabilities with at least the equivalent of the standard minimum wage.

The report acknowledges the vital and growing role of the voluntary sector as service provider, advocate and innovator, among other roles. It suggests that the voluntary sector be looked upon as a possible provider of opportunity planning within a new social assistance system, with full government funding. At the same time, however, it says the problems that make food banks necessary should be resolved, and recommends that the province not provide formal funding to food banks.

The report and its recommendations are impressive. It has been estimated that implementing the first-stage, immediate reforms called for in the report, such as providing increases of up to 22.5 per cent in monthly social assistance payments, would cost \$400 million. Social assistance payments alone now total \$2.3 billion a year.

George Thomson is not discouraged by the estimated price tag of the reforms the committee has proposed. "If you look at the overall size of income security in this country, those figures (in the report) are not intimidating," he says.

"It's not a matter of choosing to spend or not to spend; the money will be spent anyway"—on social assistance payments and the cost of

## Myths about welfare

The Social Assistance Review Committee (SARC) found there is a stigma attached to those who need the support of social assistance—a stigma based on myths about why people need welfare benefits. They are outlined in the report, and summarized here.

► *Myth*: "Most people who get welfare are adult men who could work if they had to." *Fact*: People with disabilities and sole-support families are by far the largest groups of recipients; newly-revised figures indicate that 41 per cent of all beneficiaries are children under 18 (up from the 37 per cent originally reported in *Transitions*).

► *Myth*: "All welfare recipients live in publicly-subsidized housing." *Fact*: Only about 16 per cent of all beneficiaries live in geared-to-income accommodation; most must compete in the open market for housing—and housing has become one of the most pressing issues facing society today.

► *Myth*: "Once they start to collect benefits, most people never leave the welfare rolls." *Fact*: Employable recipients remain dependent upon assistance for an average of seven months; 40 per cent leave the system after three months. Sole-support parents average between three and four years on assistance, and the average for recipients with disabilities is only slightly more than five years. For the majority of recipients, social assistance meets a temporary need often created by a crisis in their lives.

Many recipients of social assistance are isolated from the community because of prejudice and preconceptions based on these myths. The committee agreed in its report that societal attitudes toward people who receive social assistance must change if recipients are to integrate and participate fully in their communities. It recommends the implementation of a comprehensive, province-wide public education program to increase public awareness and understanding about the social assistance program and those who use it. ●

*Continued on page 21*



# A dozen ways to strive for independence

*People CAN break the welfare cycle*

Story and photos by Julia Naczynski

**M**any of the people who receive social assistance benefits are employable, but they're unemployed for a variety of reasons.

The recent report of the Social Assistance Review Committee, *Transitions*, emphasizes that most people want to work and be independent. So why aren't employable people working?

It's not because of a lack of will, but because of a lack of skills, training, or on-the-job experience, or a combination of these. But the biggest obstacle, as many case workers and counsellors will agree, is a lack of self-confidence.

Building up an individual's self-confidence, assessing the person's skills and helping the person find the job that will best use those skills are all part of the SARC report's concept of "opportunity planning."

In opportunity planning, an individual plan is developed for each social assistance recipient to enable him or her to leave social assistance or to live more independently in the community. This would involve assessing the individual's skills, aptitudes and aspirations and linking the person to appropriate services, programs and supports.

Much of this is already being done through a voluntary set of programs that come under the collective name, the Employment Opportunity Program, or EOP, and its extension,



Vicki Bales

EAP, or Employability Agreement Programs.

The current EOP programs began operating in 1984. But the Ministry of Community and Social Services established a pilot employment program in 1982 to explore ways of assisting social assistance recipients in obtaining employment and becoming self-sufficient.

**T**he programs are administered as individual projects by municipalities, community agencies and by MCSS directly via the Area Offices.

There are three basic types of programs, notes Vicki Bales, director of the Family Support Branch:

**Pre-employment preparation**, which is available through the department of social services in municipalities, helps people with basic needs—assistance with life

skills, work habits, training and education, assistance with expenses for child care and other employment-related expenses.

**Work experience**, delivered through the ministry directly, assists people who are job-ready but need help finding and settling into a job. Participants are placed in jobs with social service agencies—a benefit not only to the individual, but to the agency.

**Early intervention programs**, provided through community agencies, assist youth who are at risk of long-term dependence on the welfare system to prepare for and/or enter employment, or further education or training.

**E**OP is a provincial initiative of eight programs that help about 15,000 persons a year at a cost of roughly \$45 million annually.

EAP's four programs, funded under a \$100-million federal-provincial agreement (called the Canada-Ontario Employability Agreement) over two years, build on the EOP pre-employment preparation and work experience models. They target new clients on municipal caseloads, as well as other social assistance recipients, and broaden the range of agencies used to support the work experience programs. (For descriptions of the individual programs, see "EOP and EAP at a glance.")

Both EOP and EAP are meant to help participants become employable by guiding the person each step of the way, says Pauline Luening, senior employment program coordinator of the branch's Employment Unit. Through the programs, each person can determine his or her aptitudes, get the necessary training and even obtain on-the-job experience.

## Wicks' Outcast



Reprinted with the kind permission of the cartoonist, Vince Wicks

Helping people join the workforce is a key component of the Employment Opportunity Program and its extension, the Employability Agreement Programs.



Time was when social assistance recipients were expected to take a job—*any* job—that was available, whether or not it paid a sufficient living wage or made the best use of the person's skills and capabilities. These programs help people determine their skills and develop them to a point where they can become gainfully employed, explains Pauline.



Pauline Luening

Obviously, making people more employable ultimately means saving money because they get jobs and get off social assistance. "The idea behind the programs is that we wouldn't be seeing people on social assistance as long as they might have been," explains Vicki. Under the Employability Agreement, "it's diverting federal funds that otherwise would have been spent on social assistance to enhance the employability of social assistance recipients."

Some of the programs have been particularly successful at that—among them, ESI and SSEP. Others, most notably the youth-targeted programs such as CYS, are preventive in nature. "You're not going to see any immediate benefit," Vicki cautions. "Rather, you are looking at long-term effects—often effects that are not just directly related to a person's employability."

How valuable have the programs been to the people who have participated? A full-scale evaluation has been done that filled 14 volumes.

"In addition, we also have an enormous amount of anecdotal information from clients, program managers and employers" as well as submissions and testimony made to the Social Assistance Review Committee.

"People are viewing it as an opportunity," says Vicki—an opportunity to become self-sufficient, independent and free to make choices about one's own future. ●

## EOP and EAP at a glance

### EMPLOYMENT OPPORTUNITIES PROGRAM (EOP):

A pilot program aimed at helping social assistance recipients find employment and become self-sufficient. EOP is the "umbrella" name for eight different component programs (descriptions follow). Programs are administered by municipalities, community agencies and by MCSS directly through the Area Offices. Each program is either pre-employment, work experience or preventive in nature.

#### Pre-employment programs under EOP:

##### Employment Support Initiatives (ESI):

Target group: sole-support parents who receive Family Benefits Allowance (FBA) or General Welfare Allowance (GWA). Includes counselling, employment-related expenses and child care. Administered by municipal social services departments.

**Municipal Job Developer (MJD):** Aimed mainly at job-ready social assistance recipients. Involves marketing social assistance clients to employers; the staff also develop employment and work experience opportunities. Administered by municipal social services departments.

**Youth Employment Preparation (YEP):** For GWA recipients 16 to 24 years old who have been receiving GWA for three months or longer. Includes counselling and employment-related expenses. Administered by municipal social service departments and some purchase of service from Youth Employment Counselling Centres (YECCs).

#### Work experience programs under EOP:

##### Social Services Employment Program (SSEP):

Called "the Lamborghini of employment programs," SSEP is targeted to sole-support parents who receive FBA or GWA, as well as persons with disabilities who receive FBA. Provides up to 12 months of full-time entry-level employment in social service agencies that are cost-shared under the Canada Assistance Plan. For job-ready clients. Administered by MCSS Area Offices.

##### Summer Employment Experience (SEE)

and **Part-Time Work (PTW):** For students, 16 to 20 years old, who are dependents of FBA/GWA recipients, or CAS wards. Provides full-time summer work experience and part-time employment at minimum wage during the school year in non-profit community

agencies. Delivered through MCSS Area Offices.

#### Early intervention programs under EOP:

**Community Youth Supports (CYS):** For 15- to 20-year-old special needs youth who are living independently and who are at risk of long-term dependence on social assistance. Provides outreach counselling case management and referral for young people with special needs (such as street kids, urban native young people, teenaged mothers). Delivered by transfer payment agencies.

**Preparation For Independence (PFI):** For adolescents 15 to 20 years old in funded residential programs (such as children's aid societies, children's mental health centres, Young Offenders Act). A lifeskills and pre-employment training program to prepare for independent living. Administered through child welfare agencies and residential programs.

##### FUTURES Residential Component (FRC):

For young people 16 to 24 years old who are out of school. A supportive living situation for socially and economically disadvantaged youth who are participating in FUTURES, the Ministry of Skills Development's employment training program. Administered through transfer payment agencies.

### EMPLOYABILITY AGREEMENT PROGRAMS (EAP):

Second-phase extension of EOP programs. Covers four programs:

**Social Services Employment Program II (SSEP II):** Same as SSEP, but not cost-shared. Provides work experience at non-profit agencies.

##### Enhanced Municipal Job Developer

(EMJD): For social assistance recipients. Includes assessment, referral and counselling components.

##### Municipal Employment Program (MEP):

Pre-employment service designed for employable social assistance recipients 25 years and older. Includes counselling, financial assistance with job search and training-related expenses and child care.

##### Community Economic Development (CED):

Entrepreneurial program to develop local businesses that combines education, training and child care services with job and economic development. Targeted to social assistance recipients. ●



## On the inside track

*Charly Chiarelli,  
employment liaison officer,  
puts people and jobs  
together*

Story and photos  
by Robert A. Miller

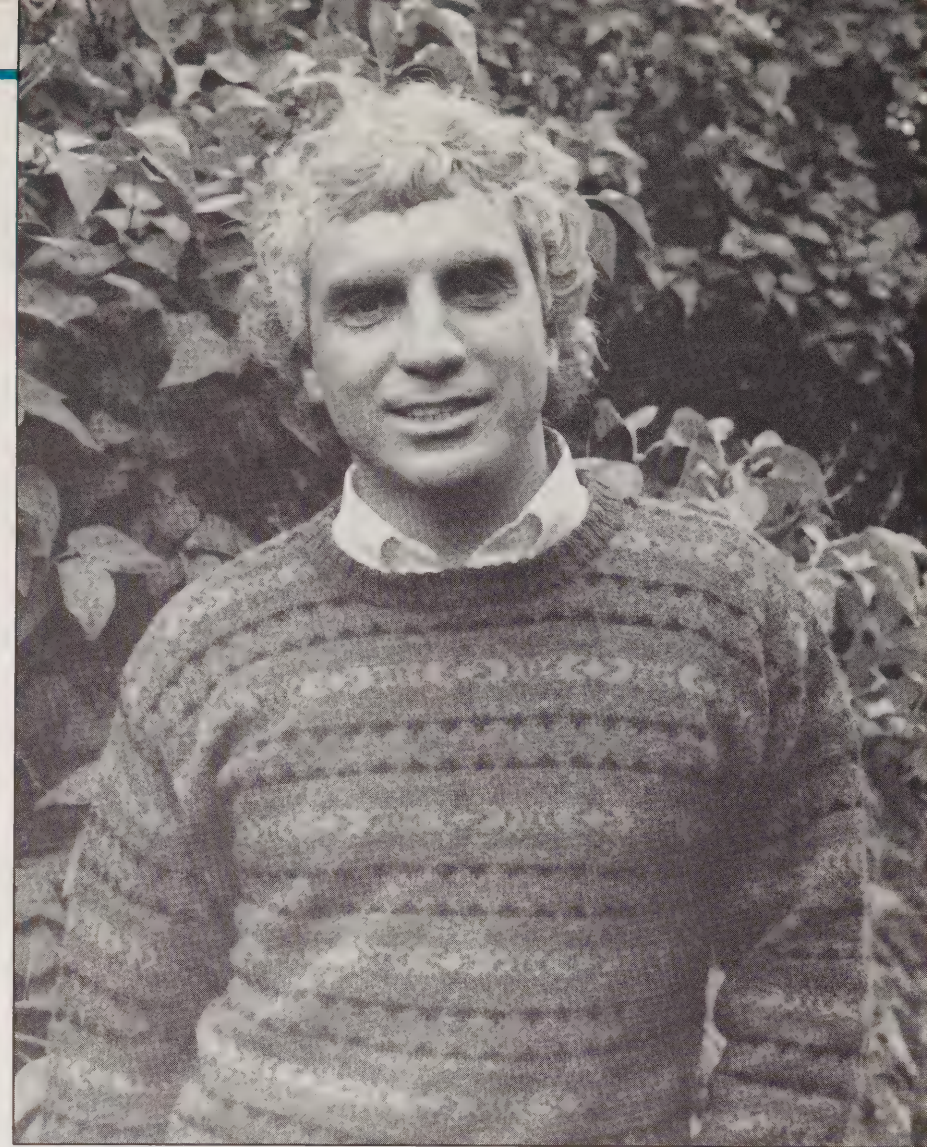
There's a fine drizzle in the air this late summer morning in "Old Stone"—the city on the east end of Lake Ontario that most people know as Kingston.

Charly Chiarelli pulls up in his aging green Volvo, windshield wipers slapping time. The rhythm of the wipers will punctuate Charly's non-stop patter for the rest of the day. It's early in the morning, yet Charly is already in high gear, firing off comments about his work as an employment liaison officer. Charly has been an ELO for more than four years, ever since the ministry launched the Employment Opportunities Program.

Charly does his best to put to rest the stereotype of the placid, drab civil servant. It's immediately obvious that this is an action-oriented person who is going to get things done, starting right now.

We pull up at Charly's office at the ministry's Kingston Area Office. In what may be called cosy quarters (due to space shortages he shares an office with Garry Garrington), Charly opens his mail, which today includes an invitation to an open house. "I get invitations to a real variety of events," he says, "ranging from hostels, shelters, AMRs, other ministries, children's aid societies, and so on." Because he helps a wide variety of non-profit agencies to find staff, Charly has a large circle of contacts in the entire Kingston Area, which radiates hundreds of kilometres from the Kingston Area Office.

Charly puts his feet up on a chair and takes some time to explain what his job is all about. Put simply, his work is to help others get work. Charly runs several employment



**Charly Chiarelli**

programs; the people he helps to find jobs include Family Benefits recipients such as sole-support parents or disabled people, as well as the children of people receiving social assistance and young people who are Crown wards.

"To get a job, it doesn't matter if you've got a law degree, you still need an inside track," he says. "With these programs, the inside track is for people who are on social assistance."

There is some uncertainty about his programs' future direction, he says, commenting "I'll probably continue riding this employment horse into new horizons or to the glue factory." But he's optimistic and is quick to point out that the programs are effective, and gives as an example the Social Service Employment Program (SSEP II).

"It represents a progressive service attitude toward social assistance recipients," he says. Essentially, the program offers a substantial subsidization of up to one year's wages to non-profit organizations who hire a social assistance recipient, or sons and daughters of social assistance

recipients. It can all be summed up, he says, as: "We match clients in need of employment with organizations in need of staff."

Charly's day requires a certain amount of persuasion, charm and salesmanship, plus a thorough knowledge of the complex social service network in the Kingston area.

You could call it creativity, and Charly fits the bill. His life outside of work is rich in creative pursuits—music, theatre, storytelling and writing. In fact, he sometimes combines his work and his love of music by picking up his blues harp (harmonica) and playing with friends at events such as the open house of a women's shelter. To those who know Charly and his non-stop enthusiastic patter, it also comes as no surprise to hear that he has been closely involved with Toronto's annual storytelling festival.

Charly says hello to supervisor Marvin Valensky, then we're off to an appointment at the Ontario March of Dimes' Wade Hampton Centre. We're greeted by regional





**Charly Chiarelli, left, with John Costa at Kingston's March Of Dimes. Charly helped John obtain his job as the centre's computer co-ordinator.**

director Jane Szilvassy, who gives Charly an update on the people he's helped to find jobs here.

John Costa, for example, is the organization's computer co-ordinator, and Charly wonders how things are going.

As we sip coffee in her office, Jane Szilvassy doesn't hesitate: "John's been incredible," she says. In fact, John has worked out so well that he has been given responsibility to compile some financial data for the entire Ontario March of Dimes organization. "To get someone else with those kinds of skills would be very, very difficult," Jane says.

A couple of times, she mentions how having John at the March of Dimes is a "marriage of needs," a liaison that's working out quite well. Charly agrees: "This was a chance to match an ability with a need. The March of Dimes has benefited a lot by having John here, and it's helped him to beef up his résumé, there's no doubt about that."

Jane describes how another client of Charly's, Debbie Hill, produced an SSEP-funded needs study for the young disabled population of Kingston and area, which looked at the availability of housing and other issues. "Debbie is someone who has made the transition from being a client of ours to a short-term employee sponsored by SSEP, and now to a permanent job as a counselor with us," Jane says. "That's the kind of story that makes it all worthwhile," says Charly. "And that's just one of them."

Jane takes us on a tour of the March of Dimes facility. Employees are sorting clothing, working in the woodworking shop, entering data

into computers or preparing lunches in the kitchen.

We catch up with John Costa at his coffee break; within minutes he and Charly are engrossed in sorting out problems John is having with an application for another, longer-term job. Charly leaves with a promise to look into the situation to see what he can do.

**I**t's a little after 11 a.m. as we pull on to Raglan Road in Kingston's north end, stopping at number 5, Ryandale House. This three-storey



**At Ryandale House, an emergency shelter for those with no place to live, Charly discusses the shelter's future with (left to right) board member Una Beer, house manager Archie Weldon and board member Ellie Segel.**

frame home offers shelter for people who have nowhere else to go.

We're greeted at the door by house manager Archie Weldon, whose salary is being provided through SSEP II funds.

Archie shows us through the building. He carefully opens one bedroom door to reveal a baby boy who's sound asleep, bundled up so that only his head peeks out. Later Archie asks, "Where would this child be sleeping right now without this house? This little fella and his mom, they were staying up at the plaza, with no place to go."

The baby's mother and another Ryandale guest are watching television in the living room, so we move upstairs to Archie's office to talk.

"There's a direct relationship between Archie's welfare and the welfare of the house," Charly says. He explains that since Archie is the only paid employee, and his salary dollars through SSEP II come to an end April 1, it's essential that the Ryandale board of directors finds funding to pay Archie's salary after that date. Without a paid employee, the house will not be able to function properly, and will be forced to close.

Una Beer has joined us. She's a teacher who sits on the Ryandale board. "The next year will be a dicey time for us," she says, and Charly nods in agreement. Una describes how she has been in touch with possible sources of funding; Charly offers advice and encouragement.

**I**t's quarter to one and time for lunch. We duck out of the rain into Morrison's Restaurant, a Kingston landmark a block away from the historic city hall. Even though baby beef liver isn't listed as one of the luncheon specials, Charly is able to cajole the waitress into bringing it for him.

As he eats, Charly compares himself to a character in *The Great Escape*, the classic film about a Second World War prisoner-of-war camp. "I feel like I'm the scrounger, the guy that James Garner played. He was the one who asked, 'What do you need? I can get it.' In my case, I ask the employers what kind of employee they need, and when they give me their job proposal, I help them to find the right person for the job."

Charly is considered to be a bit of a maverick in his style. Although he's completing his MSW in social administration and policy through



Carleton University, many people are surprised to learn that he's a civil servant. For example, lately he's taken to zooming around on a motorcycle (shades of the character Steve McQueen played in *The Great Escape*), but today we're travelling by car.

We're off to Charly's first appointment after lunch, at Bridge House, a substantial dwelling in a residential area of north Kingston. This house is a temporary home for women and their children who need an affordable place to stay while they visit loved ones incarcerated in one of the area's eight penal institutions. For \$7 per night, Bridge House guests can stay in comfortable, tastefully decorated rooms.

Charly has helped several women get jobs in the child care centre contained within Bridge House. One of these women is the child care coordinator, who unfortunately isn't in today, but Charly is able to chat with director Moira Duffy and three teen-aged girls who are babysitters in the child care centre.

The girls, who obtained their jobs through the Summer Employment Experience program, proudly show us around their well-equipped, attractive facility, which includes brightly coloured new playground equipment. Each month, between 30 and 60 children are cared for in the centre.

The three girls work full-time in the summer, then switch to part-time when they're back at school. As we tour the house, Charly remarks on the great job Moira and her staff have done decorating the place.

On one wall, a large group of photos is arranged, and Moira points out a picture of Charly, who bashfully admits it's him, playing his harmonica at a Bridge House benefit a couple of years ago.

We take a break in the kitchen, where Moira talks about the people who stay at Bridge House. "A lot of the women are really nervous. Many of them have never visited a prison before, have never been involved with the law before, and it's really hard for them." At Bridge House, the women learn how the prison system works and they act as a kind of self-help group for each other.

It's 2:30 and we're driving through what's known as Kingston's "Fruit Belt," so called because the district's streets bear names such as Cherry Street, Plum Street and so on. The



**Charly experiences his second childhood under the amused eyes of (left to right) Bridge House director Moira Duffy, and babysitters Coreen Moore, Lesley Van Black and Becky Thibodeau.**

rain continues and the windshield wipers keep up their rhythmic accompaniment to Charly's staccato delivery.

He describes how the Fruit Belt used to be his turf earlier in his career, when he was a municipal welfare worker in this part of town. "It was a good boot camp for me, for the work I'm doing now. Having an experience like that keeps you focused on what's the bottom line for people—and that's putting food on the table."

Our next stop is the Women's Training and Employment Services, which Charly says he relies on to provide the résumés of women who are looking for work and are eligible for SSEP II.

Charly estimates that 90 per cent of his clients are single mothers. He says they often fit into two categories: very well educated or lacking basic job skills. "There aren't as many women in the middle as you would expect," he says. "Not everyone has clerical skills."

Charly picks up four résumés at the centre. He's hunting for a person who will be able to provide clerical and office assistance for the Kingston CNIB, which is where we're heading now.

Charly goes over the job proposal carefully with CNIB director Roy Meehan; he wants to make sure everything is included. The proposal

includes several elements: the job title and description; the rationale—the organization's statement explaining why it needs this position; work experience and qualifications required; and salary and benefits.

Charly urges that the salary be set at the highest end of the job category—the original proposal called for \$7 and change per hour, but now it's been revised to \$8.42. Charly wants to make it attractive for people to move off Family Benefits and into the workforce, and it's his responsibility to make clear to candidates that they may be giving up dental or drug prescription benefits when they take on a job.

Charly asks Roy about the details of benefits that come with this position. Roy isn't sure about extended health coverage, so he gets on the phone to the CNIB personnel office in Toronto to clear up the details.

Charly says he will have a closer look at the four résumés he has brought with him and will get back to Roy soon. Then Roy can interview the candidates and hire the right person for the job.

It's four o'clock and we're back at Charly's home base in the Area Office on Princess Street. He grabs his pink phone call messages. "I do a lot of my work over the telephone," he says, "but I always make sure I meet everyone I deal with at least once face-to-face, so we both know who we're talking to when we're on the phone."

He returns a couple of calls, then makes a note for tomorrow morning, to get in touch with the four people who have submitted their résumés for the CNIB job.

The day ends on an "up" beat as Charly opens a letter from the Smiths Falls Railway Museum Association. It's a letter of thanks for helping them find staff and also a request for an extension for those workers.

So there's another task... Charly gives the impression he'll have the energy to tackle it head on. As he gets ready to head home, he's thinking about another gig—maybe taking his blues harp downtown tonight, sitting in with friends who are playing at the Prince George Hotel.

The work day is over and the rain has stopped, but for Charly Chiarelli, the rhythm goes on. ●

*Robert A. Miller is the editorial coordinator of Dialogue.*



# How do you spell success?

## Try “SSEP”

*Community agencies get the workers they need and people gain much-needed job experience—to everybody's benefit*

by Elizabeth Marsh

Photos by Brian Pickell

“I never expected to be custodian to a dinosaur,” laughs Barbara Bork as she describes her work at the Royal Ontario Museum.

Riding herd on a dinosaur is not included in her job description, but teen-age son Marlowe, who works part-time at the ROM, is eager to appear in public in the reptilian-like costume that was designed to promote the museum's current *Dinosaurs* event. So Barbara finds herself spending precious weekend hours in Metro Toronto shopping plazas, escorting a large ungainly dinosaur that contains her son.

“There's something about the museum that brings out the best in people,” Barbara theorizes. “You want to take responsibility and just go ahead and do it.”

Barbara got her job of booking and co-ordinating group tours at the ROM through the Social Services Employment Program (SSEP), part of the Employment Opportunities Program and operated by the Ministry of Community and Social Services.

SSEP began in 1984 and is designed to help adults on social assistance—primarily single parents and disabled persons—find employment by creating jobs with municipalities and social service agencies. Candidates for the program are chosen from job preparation programs such as Employment Support Initiatives (ESI) or from welfare case worker referrals.

Barbara, now a single mother, came to the program through ESI when she returned to Toronto after twenty years in the U.S. Though she has university credits, Barbara was looking for a non-traditional occupation and the job at the museum “came just when I needed it.”

SSEP is “fantastic,” she claims, and this sentiment is echoed by Jean Lavery, special projects officer at the ROM who persisted for two years

until the museum was approved to participate in SSEP. Jean firmly believes both the employees and the ROM have benefited from the program. Most go on to other jobs (SSEP positions are offered for up to 12 months) but Barbara is optimistic that her position will become a permanent one.

Another SSEP booster at the ROM is Arun Blake, who completed a degree in anthropology at York

University in May and applied to the museum for a job. Arun had worked part-time for the ROM as a student, and he was overjoyed to find that since he is registered with the Canadian National Institute for the Blind as having a low vision handicap, he is eligible for SSEP.

A personable young man in modish horn-rimmed glasses, Arun sparkles with enthusiasm as he talks about the Social Service Employment Program—“An amazing service that



*Robert Lindsay keeps things sparkling clean at the Church of the Good Samaritan.*





*Gayle's job in the office at "the Good Sam" has given her new-found confidence.*



*Sylvia conducts storytelling hour at the Toronto Boys and Girls Club.*

gives people a chance. It's great to live in Canada where such things can happen."

Arun's chief interest is in living cultures and he hopes to make films that will contribute to the field of visual anthropology. Meanwhile, he sorts and catalogues artifacts in the New World Archeology section of the ROM, rejoicing in a job in his chosen area that also allows him to get off Family Benefits—"I sent the last cheque back"—and in his new, improved spectacles—"I can see textures and detail, and my visual world extends more than ten feet now."

Arun's father is Jamaican, his mother East Indian, a happy circumstance that gives him "family and friends all over the world." This will be of help as he carries out his agenda of continued study, travel and work. "I want to learn... not just learn enough to get a job," he says. Thanks to SSEP and his own determination, Arun's low vision handicap is translating into a world vision that may eventually benefit all of us.

At the Church of the Good Samaritan, a residence for socially-disadvantaged men, you can find



*Margie supervises a crafts session at the Toronto Boys and Girls Club.*

more SSEP enthusiasts. Robert Lindsay is 25 and proud of his job as a housekeeper.

Robert cleans rooms, vacuums, washes floors and stairs and keeps the washrooms clean.

Outgoing and eager to chat, he's quick to state that he likes the work and the people at "Good Sam," as the home is known, better than at a former factory job.

Robert lives in Brampton so special arrangements had to be made for him to take part in SSEP. "The program's very flexible that way," says Jim McMinn, executive director at Good Sam. "I'm impressed with the

spirit of co-operation, and SSEP is a tremendous avenue to self-esteem and self-confidence."

A living illustration of his statement is Gayle, who came to work at the home following a vocational rehabilitation course four years ago. "Gayle's really marvelous," says Jim McMinn. "She couldn't even answer the phone when she first came and now she handles all kinds of secretarial and clerical work for us."

Gayle's small voice gains confidence as she lists her tasks. She does correspondence for the front office, inventories supplies and keeps records. She handles all the petty





Girls Club.



Arun Blake and supervisor Peta Daniels confer over the cataloguing of artifacts at the Royal Ontario Museum.

cash and money from the coffee machine and doles out pocket money to the 50 men who live in the residence. She updates residents' files, types menus, and takes minutes at the monthly advisory board meetings.

"I really love this job," Gayle says. "I work as hard as I can and I don't mind working overtime. I enjoy working with the residents and I enjoy working with the staff." Small wonder her position at Good Sam has become a permanent one.

The Toronto Boys and Girls Club is another organization that enjoys the benefits of SSEP. The club, well over 100 years old, operates from nine locations in Metro, providing a safe and pleasant environment where young people from four to 18 can get together with their own age groups for recreation and informal learning.

The Boys and Girls Club on Sackville Street served about 300 people during the fall season, and supervisor Gail Bowen considers SSEP "a real lifesaver," since it is providing funding to hire Margie and Sylvia, both single parents.

Margie lives in the area and has been coming to the club since she

was 15, sometimes working there part-time. Now, with two-and-a-half-year-old Tyler to support, she welcomes full-time work. Soft-spoken and a little shy, she becomes positively vehement on the subject of Family Benefits. "No way I'll go back on mothers' allowance!"

Margie directs a part-time staff of student workers, supervising groups for gym, crafts, videos, cooking, swimming, playroom and special events. "This job is exactly what I needed," she says, hoping the experience will help her find work of the same sort when her SSEP contract runs out in the spring.

A second SSEP worker joined the club staff in July when money became available to hire a program person for crafts. Sylvia lives nearby and is the mother of two girls, ages 10 and 12, who take part in club programs. Like Margie, she is delighted to get off Family Benefits.

Crafts of all kinds are her specialty, and with Sylvia on staff, programs can be offered daily to club members of all ages. "A lot of informal counselling goes on too," says Gail, who, like Sylvia and Margie, knows the neighbourhood and the interests and needs of the local young people.

Six happy employees are only a small sample of the 1,400 persons served annually by SSEP, but unprejudiced proof of the program's success is at hand. The report, *Towards Independence: Highlights of the Evaluation of the Employment Opportunities Program*, published in July 1988, summarized significant findings from studies carried out over a period of three years.

The report states that SSEP is "the most successful of the EOP programs in terms of enabling participants to obtain employment and to decrease their dependence on social assistance." And the program pays for itself: a cost benefit analysis suggests that, over time, the amount saved in social assistance payments will cover the costs of the program.

The report concludes: "The EOP evaluation demonstrates that individuals want to become independent of social assistance and that the right kind of help can enable them to do so."

Barbara and Arun and Robert and Gayle and Sylvia and Margie would surely say "Amen" to that. ●

*Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.*



# A place that helps young people help themselves

*At N'Swakamok Native Friendship Centre in Sudbury, young people find their way along the road to independence*

Story and photos by Julia Naczynski



Leona Stevens and Peggy Pitawanakwat

It looks like somebody's recreation room when company's visiting.

Over in one corner, there's a pool table with a couple of teenagers concentrating on their game.

At the other end of the room, a quartet of women labour solemnly over a card game.

People come and go, greeting each other and stopping to catch up on the latest neighbourhood news.

It's a typical afternoon at the N'Swakamok Native Friendship Centre in downtown Sudbury, which members consider a home away from home and where the coffee is always on.

N'Swakamok (meaning "Where the three roads meet") is many things—a drop-in centre, a resource centre, an employment centre and meeting place.

An astounding number of programs are available here, many of them funded by the Ministry of Community and Social Services. One of the most significant is the Community Youth Support program, or CYS.

There are more than 50 CYS programs operating in the province, but N'Swakamok's is one of the few created especially for native young people.

CYS assists 15- to 20-year-olds (and, with possible exceptions, people up to 24) with job placements, education and recreation. It's been credited with significantly reducing the drop-out rate among Sudbury's native high school students, and provides young people with the motivation and encouragement to achieve.

Marie Meawasige, executive director of N'Swakamok, gives the credit to the three-person team of Margaret Pitawanakwat, Kelly-Lee Assinewe and Leona Stevens who make up the CYS counselling group. "They're the reason for the success of the program," she says. "Those three have put their all into it."

Kelly-Lee, as the native student counsellor, is in her second year in that position. She works out of the guidance office of Sudbury Secondary School, which has the largest native student population of any high school in the district—almost 100 teens out of the school's total student population of more than 1,100.

She is a friend, adviser, mother and a shoulder to cry on for kids who might not have anyone else to turn to.

"She's a friend that they can turn

to about a problem before it becomes a big problem," says Marie. "She's the reason for the success, as native counsellor of the program."

Problems are the focus of Kelly-Lee's day: the kids' problems with home, school, peers, money and accommodation. The majority of the teens she sees are on their own, living in a boarding situation, or living with a relative who is not their parent.

"Feeling alone is their biggest problem," says Kelly-Lee, "having nowhere to turn and nobody to talk to."

Money and accommodation are second and third on the list. "Each semester it seems I get more and more students needing a place to board."

Most of the teens she sees are between 14 and 19, and live on their own on social assistance. Many hang out at the friendship centre ("It's like a home to some of them"). That's also where Kelly-Lee can be found during the summers, when school is out, where she can continue to counsel students.

Encouraging kids to stay in school, to work and to achieve is an important theme for N'Swakamok's CYS program. The Academic Achievers Award is one example of how this theme is emphasized.

Created by native career counsellor Margaret (Peggy) Pitawanakwat, it provides a prize of a trip to the student or students who achieve the highest points for academic achievement and attitude. There's also a trophy that remains on display at N'Swakamok.

Participants collect points over the school year for attitude, punctuality, participation in N'Swakamok and school activities, all school marks over 70 per cent and athletic achievement.

"You don't have to be the smartest student with the best marks to win," notes Peggy. It's the student's



overall efforts and attitude that give him or her the opportunity to win the prize.

There are extra points just for being in Grade 13, because "there's not many kids who get that far."

The award was won last year by three students, who were awarded a chaperoned trip to Toronto.

Then there's the Native Community Profile, a home-made poster featuring the achievements of local young native adults. The profiles offer a write-up of selected young adults who have achieved a measure of success in the community; they are people who are in careers and who have "made it." Two recent profiles were of young men, one an accountant, the other in a position with the local museum.

"They're people who they (N'Swakamok regulars) know and are able to relate to," explains Peggy.

Peggy herself is a good example of a Community Profile. The wall behind her desk displays a number of certificates she has earned in night school and various courses. One is a bookkeeping course she took after she joined the friendship centre and realized she needed to upgrade her bookkeeping skills.

The certificates serve to display short-range accomplishments which many youth can visualize themselves reaching.

As the person responsible for the employment and education component of CYS, Peggy knows that school is low on the priority list for many native youth. "School is not a priority; getting a job is a priority."

Part of the reason is because "school for some of their parents was painful," says Peggy. "Some parents' educational backgrounds were at very strict residential



Marie Meawasige



Kelly-Lee Assinewe

schools where they couldn't practise or live the native culture."

The encouragement from today's parents to stay in school has made "a definite change." A decade ago, there were only two native students at Sudbury's Laurentian University; now, there are approximately 200, she says. The university has a native studies department as well as the first accredited degree program in native social work anywhere in Canada. (Peggy was a member of the committee that created the degree program.)

Peggy also assists young people with the nuts and bolts of job-hunting, such as writing a résumé. "Many of them don't have résumés and don't *want* to have a résumé, because it's too personal." She also helps with job application forms and covering letters, acts as the centre's liaison person with the local employment centre and posts ads for jobs on a bulletin board. Peggy also contacts employers directly to inquire about jobs, helps young people apply for post-secondary education or vocational training and helps mature students re-enter school to upgrade their skills.

"Marketing the CYS program to clients isn't a problem here," she says. "We get people coming in all the time"—thanks to the recreational component of CYS, which encourages young people to treat the friendship centre as a second home.

Some young people may not need her help, or perhaps feel they don't, but "they still come back for our social component."

Leona Stevens looks after the recreational and cultural side of CYS, and there is a variety of activities from which to choose in both areas. The recreation room offers a pool table, darts, weightlifting equipment, cards and video games and television. Youth can sprawl on a couch to watch television, just as they might at home. There's always plenty of company and things to do.

"A lot of youth do their homework here," says Leona.

There are cultural activities to choose from as well, such as cultural field trips to traditional ceremonies, pow-wows and a regular native women's circle meeting which is open to young girls, youth and adult women.

Elders and speakers are invited to come and share their knowledge with the youth. Cultural awareness encourages the youth "to feel good about themselves and who they are," says Leona.

Part of her job is to also provide one-on-one counselling, including helping those fighting a problem with alcohol or drugs.

"We are very fortunate to have Leona as part of this team, as her cultural knowledge enhances the program," says Marie.

Throughout it all is an approach that is focused on native attitudes and beliefs. Peggy feels N'Swakamok's successful operation in the 15 years since its incorporation is partly due to its good working relationship with the ministry.

"They are people who understand our needs and work with us," she says. ●



# Starting new careers with confidence

*Simcoe's Fresh Start shows women that they can go back to work and make a new life for themselves—at any age*

Story and photo by Dave Rudan

**Y**ou're a 55-year-old widow. The last 28 years have been spent raising six children—the past eight as a single parent on Family Benefits Assistance. Now, the youngest child is too old for FBA.

The children are all doing well; there's a real sense of personal satisfaction, but what happens now? What will *you* do?

"You just go through so many years you don't realize the potential you've got; you don't think about it."

So says Phyllis Shand, who works full-time in the administrative offices of Camcar-Textron, a company that manufactures metal fasteners in Simcoe. She is among the first class of "graduates" of Fresh Start, a pre-employment program for women instigated by Judy Buck, local administrator of the

ministry's Haldimand-Norfolk County Local Office in Simcoe.

**W**hen she was an income maintenance worker with the Brantford office, Judy was aware of job development opportunities such as Focus for Change and the Ontario basic skills programs, but there was nothing available right in Simcoe.

"I wanted something for our largest client group, which is women," explained Judy. Her search began in the summer of '87 and eventually she made contact with Jane Gregory of the local Canada Employment Centre (CEC). (Jane is now with Operational Co-ordination at Queen's Park.)

Acting on Jane's suggestion to form a board in order to be eligible for federal funding, Judy initiated the creation of the Norfolk Women's Community Group.

The board's first task was to find a leader who could develop and run a project.

"They had a lot of trouble finding someone...when they asked me I said no," said Judee Gannon. A consultant on communications, Judee had worked with women who were interested in career change and personal development.

After listening to persuasive pleas, Gannon agreed to offer the board advice on how to find an appropriate co-ordinator.

But "when I got there I rather liked the people," said Judee, explaining why she took on the project.

**B**y mid-autumn, the group received the green light for a seven-month pilot project commencing January '88. To be called Fresh Start, it is part of the federal Canadian Job Strategies program and delivered with the assistance of MCSS and the Ministry of Skills Development.

"Our target group, originally, was older women," said Judy Buck. In addition to FBA recipients, other

candidates were referred by municipal social services and the Canada Employment Centre.

Out of 80 potential candidates, 15 were selected to begin Fresh Start in a bungalow owned by St. Paul's Presbyterian Church.

Of the 15, Phyllis Shand was the only candidate who fit the original criteria—and she almost quit.

"I was anxious about money, but my children said 'you were there for us, now we're here for you,'" said Phyllis, describing how they convinced her to go back.

**J**udee ran the program "like a company" to teach the women the disciplines of time management and behaviour that prospective employers look for. Her main objective was to improve the women's communication skills and their attitudes toward themselves.

"Death and public speaking are the two things that scare people to death," she quipped.

Judee coached the students on speech and grooming techniques, but she relied on her assistant, Jacquie Decker, as a role model.

"Within two weeks these women were physically different," said Judee. When the program began, the women had attended wearing casual clothes, noted Jacquie. But as the program progressed, she observed a transition to dresses.

Jacquie's main task was to line up volunteer placement opportunities, guest speakers and field trips.

"Adults don't like sitting in classrooms," noted Judee.

**A**t the end of June, 12 of the 15 were still with the program. By graduation time, three had been offered full-time jobs and the other nine decided to return to formal education in September.

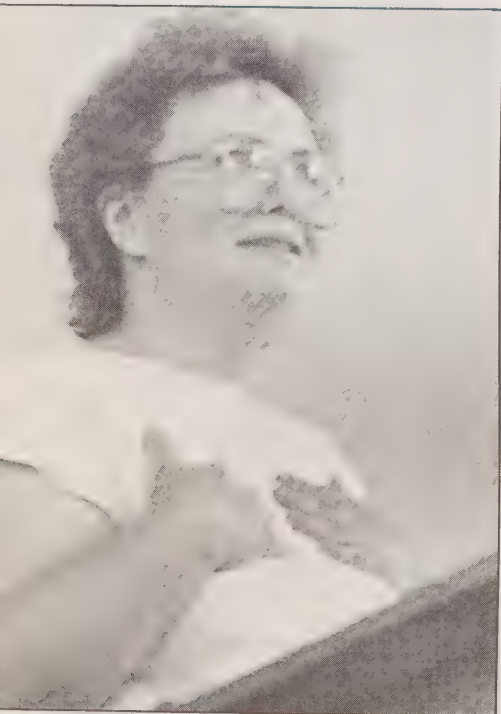
Judy Buck was delighted when she learned that the program was being repeated because of the potential payoff in reducing income maintenance rolls.

She estimates that three more of the summer graduates will be gainfully employed by January '89—and six out of 15 is a pretty good result by anyone's standards.

Even more important is the pride and self-confidence the women gained in themselves—a significant accomplishment in itself. ●

*Dave Rudan is a communications co-ordinator with the MCSS Communications and Marketing Branch.*

**"If it is to be, it is up to me."**  
—Fresh Start motto



*Fresh Start grad Cathy Beaton rehearses a heartfelt speech.*



# “Happiness is finding you’re not so dumb after all”

*A pioneer in literacy programs looks back at his rule-breaking methods and makes his predictions about the future of the social assistance system*

by Dave Rudan

“In many communities the primary industry is welfare... It’s all spent *in* the community and 80 per cent of the funds come from *outside* the community. The municipality should look at the welfare recipient as an honoured citizen.”

So says Fred Ryan when you ask his opinion of Ontario’s current social assistance programs.

For more than 20 years Fred has urged colleagues and social services students to change their attitudes toward people on social assistance, but “it scares the hell out of me when I hear that people have gained a sensitivity toward the poor because they’ve spent a few hours playing *The Poverty Game*,” he said, referring to a board game used by some social work instructors to learn about the realities of living on social assistance.

Who is Fred Ryan?

A few years ago the World Literacy Council recognized Fred for his achievements in boosting literacy among social assistance recipients in Toronto and smaller communities such as Madoc and Northbrook in southeastern Ontario. He is widely known for his work against illiteracy and was one of Canada’s representatives at a recent international conference on literacy in Finland.

Ryan is held in esteem by distinguished scholars at the Ontario Institute for Studies in Education, yet he doesn’t have a doctorate, or even a degree in education.

The late John Anderson, as commissioner of Metro Toronto Social Services and later Assistant Deputy Minister for the Ministry of Community and Social Services, spoke of Fred’s results with admiration, yet was known to groan audibly whenever Fred Ryan’s name cropped up.

Fred has never been officially recognized for his work fighting

illiteracy in spite of his groundbreaking successes (which have been well-documented by the media and official ministry reports), probably because he broke just about every rule in the book. But the rules weren’t meeting the needs of the people, Fred explained in a recent interview.

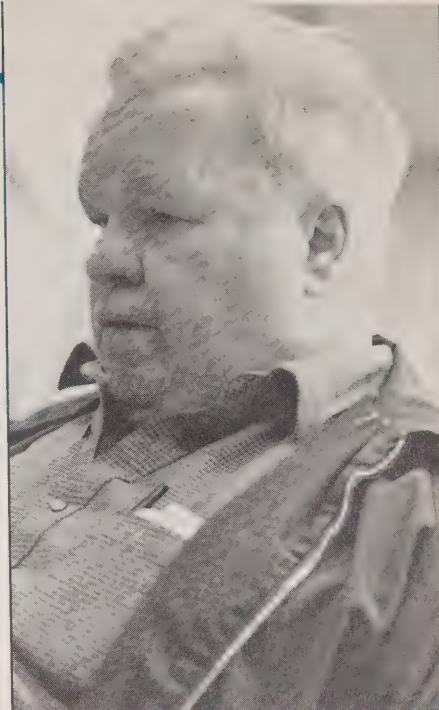
As a social worker with the City of Toronto in the 1960s and ’70s, Fred believed that personal commitment was more powerful than words in solving community problems.

In the late ’60s, Fred used the concept of “marketing” to ease the anger of social assistance recipients living in the lower east side of Toronto. While no one would have quibbled with an increase in their welfare cheques, Fred investigated further and discovered that the root of their discontent was illiteracy. Many welfare recipients couldn’t read or fill out job application forms, so it was impossible to land good jobs.

Normally, night school would seem to be the answer, but Fred wasn’t prepared to offer a glib response. These people were afraid—frightened of *The System*. They were the type of fears that Stephen Leacock illustrates beautifully in his satire, *My Financial Career*. (This classic short story relates the anguish of a first-time customer who finds himself overwhelmed and intimidated by the grandeur of his bank.)

“Problems in relating to other people are paramount in this group; many are so paralyzed by their own situations and fear of failure that they cannot see beyond themselves,” wrote the ministry’s Dr. Larry Lundy in a 1973 report.

Commissioner John Anderson made it clear to Fred that there were no funds to develop an adult educa-



Brenda Everingham

Fred Ryan

tion program exclusively for welfare recipients.

But, “if people want something badly enough, they’ll find a way to get it,” explained Fred. These people wanted desperately to read and to write and to learn in an environment that didn’t frighten them.

What evolved would have been ridiculed by social rights groups had the plan evolved out of Queen’s Park. But it was the clients’ plan to meet their *own* needs.

By bending the criteria set out in the ministry’s funding for a program known as the Toronto Work Activity Project, dollars were diverted to develop a half-day, adult oriented, open-concept remedial program in the basement of a veterans’/emergency shelter building on Dundas Street near Bathurst in Toronto.

The Toronto Board of Education provided two teachers and the other instructors were volunteers, retirees or professionals who were ministry clients under Vocational Rehabilitation Services programs.

“We were meeting a number of needs,” says Fred. One such case was a pharmacist who overcame his depression, due to his blindness, because Fred asked him to be a counsellor to the students.

Another VRS client was a secondary school teacher who could no longer cope with the demands of teenagers. He regained his confidence by teaching in the basement classrooms that eventually became known as “Ryan’s School.”

VRS and senior ministry staff made a point of visiting the school

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and listening to "the Ryan philosophy" which was, simply—listen to the needs of the people and help them to help themselves.

"... Aspirations are encouraged. The motto of the school is, 'Happiness is finding you are not so dumb after all.' The volunteer concept of helping others is basic to the project and some indicated they join for that purpose, 'To help themselves by helping other people and build confidence,'" said Dr. Lundy in his 1973 evaluation of the project.

The Ryan concept was successful and the publicity attracted many applicants. Some were funneled into existing remedial/training programs that were considered legitimate under the terms of provincial legislation.

Then admission standards were introduced. People were asked to conform to the needs of the existing system rather than educating professionals to adapt to the needs of the clients.

Fred was later invited by Loyalist College in Belleville to teach in the behavioural science program, where he continued to spread the message.

Today, Fred and his wife, Aida, live comfortably in semi-retirement in Belleville, but Aida confesses that Fred's agitation is driving her "nuts."

Fred knows this, but he can't help it; he's excited.

This excitement stems from the recommendations in the Social Assistance Review Committee's long-awaited report, *Transitions*. He's excited about recommendations that call on the "system" to adapt to the needs of people, a new system that calls for recipients to be supported and personally motivated to help themselves.

Today, Ryan-concept schools have just about disappeared, but while Fred's disappointed, he's not discouraged. In a number of years, he says, the province won't be able to afford the current system of welfare. "The money won't be there," he predicts.

In his opinion this will be a good thing because it will force communities to take stock of their own resources and, perhaps, motivate them to share these resources in order to meet the needs of their citizens. ●

*Dave Rudan is a communications co-ordinator with the MCSS Communications and Marketing Branch.*

# All in a day's work

***Sudbury's Municipal Employment Program is giving people the confidence to seek jobs***

Story and photo by Julia Naczynski

André Levigne has been out of work for almost three years. But he has hope, determination and a new-found confidence in himself, due mainly to the encouragement and coaching he has received from his counsellor through Sudbury's Employment and Training Opportunities (ETO) program.

Even more important, he has goals.

"The program has given me the courage to go out and do the research and find what I want to do," says André, who has been receiving General Welfare Assistance to support his wife and their family of five young children.

André has worked as a shipper/receiver, but his skills are outdated.

By volunteering recently with a local charitable organization, he knows now that he would like to work with the elderly or people with physical handicaps.

Unless he finds a job that pays a living wage before then, André plans to go to Cambrian College next fall to study recreation, which will give him the qualifications he needs to obtain a job in that field. "Physical education has always been what I wanted to do," he says.

In the meantime, he plans to take upgrading courses at night school that will improve his English grammar and writing skills, and give him an edge when he starts his full-time studies.

"This is all stuff I've learned through the ETO program—how to plan and make goals," says André.

It all may seem elementary, but for many of the GWA recipients participating in Sudbury's Employment and Training Opportunities Program, basic job-hunting skills such as deciding the kind of job you want, how to prepare a résumé, what to wear and what to say at interviews are part of a new and frightening experience.

ETO is the Municipality of Sudbury's name for its version of the Municipal Employment Program, a

pre-employment counselling project funded under the Employability Agreement Program (EAP). It is administered by the city's Department of Health and Social Services (Employment Development Section) on behalf of MCSS and helps social assistance recipients prepare themselves for employment. So does Employment Support Initiatives (ESI), another component in the section's strategy to get social assistance recipients back to work.

"I think everybody hates looking for a job," says Bev Duguay, co-ordinator of ESI. "You have to do it to survive, and you really put your self-esteem on the line."

Job-hunting has become a business—a sales and marketing business in which the person seeking the job is trying to persuade the employer to buy his or her services, she says. "Even a busboy needs a résumé. It's intimidating."

Both ESI and ETO provide participants, who are local people receiving General Welfare or Family Benefits assistance, with employment planning and training, as well as money for related expenses, such as transportation and child care. ETO is aimed at people 25 and older, while ESI is aimed at sole-support parents who are usually women. Both are voluntary programs.

André is typical of the roughly 230 clients currently on the ETO case-load, says Don Desrosiers, the Sudbury ETO co-ordinator. (About one-sixth of Sudbury's employable GWA recipients currently participate in ETO.)

Much of André's work experience is in industry, where the number of jobs is dwindling; most of the available jobs lie either in the service sector and usually pay minimum wage, or in occupations that require training and skills. "They have to set realistic goals," he says of ETO clients. "They need to take a hard look at what's available and determine if it's enough to support their families."





*Bev Duguay, Deborah Tincombe and Don Desrosiers relax in the courtyard of Sudbury City Centre.*

**M**ining and related industries, once the mainstay of the north, are not providing the number of jobs they once did. "There are no pick-and-shovel jobs left," agrees Bev. Employers today need well-trained skilled workers, not labourers.

"This is a post-industrial society, but they don't know that," says Deborah Tincombe, manager of the Municipality of Sudbury's Employment Development Section, of Don's clients. "Nobody's told them." Many are semi-skilled labourers, "jacks of all trades, masters of none," and they aspire to the jobs that are rapidly disappearing, she says. Both ETO and ESI help clients assess their skills and interests and realistically aim for the fields that are open to job-seekers.

**B**oth programs help clients identify the barriers that prevent them from obtaining meaningful employment. Illiteracy is one of the most serious barriers.

"We have people who graduated from Grade 12 who have problems filling out forms," says Bev.

Adds Don: "It's like a tap that can't be shut off, and the basement is overflowing. It needs to be shut off at the source."

(Groups such as the Sudbury Board of Education and Sudbury Community Literacy recognize the

problem and have developed adult literacy projects to combat it.)

Another major barrier to employment among their clients is a lack of self-confidence. "Just getting them into the program is the hardest thing to do," says Don. "There's fear of the idea." Many of his male clients are unaccustomed to the idea of asking for help; some feel threatened. Most have low self-esteem. "Just getting them into our office for an appointment is an accomplishment."

Bev's female clients, on the other hand, are sometimes overwhelmed at the idea of going back to work after years of being preoccupied with child-rearing. "It's not that we don't value mothers who stay at home, but once the last child is in school, they can think of their own future," explains Bev.

Some of her clients have never had jobs at all. Some are agoraphobic or depressed, or both.

This is where the counsellors' pep-talking and encouragement comes to the forefront. In many ways, the counsellors are personal cheerleaders to their clients. "They've told me their counsellors gave them the self-confidence they needed," says Bev. André concurs: "People are very positive," he says. "It's always, 'Hey, you can do it.' These programs build you up and give you the confidence to go out there."

**A** lack of marketable skills is a common problem among ETO clients. Evaluations and assessments help the clients determine their strengths and weaknesses, while vocational counselling gives them an idea of the goals they can realistically strive for and the training and skills they need to achieve them.

For some, this means going back to school, "and the idea of going back to school when you're illiterate is scary," notes Bev. But help is there; for example, some people don't know that they can go through school "and have almost everything paid for with grants."

The counsellors—there are three in Don's program, one in Bev's—are a one-stop source of information on the range of opportunities available to clients. This can include gaining work experience through the Municipal Job Developer Program, which seeks job placements for job-ready GWA and FBA clients.

**A**nother barrier is the expense of looking for a job. For families where every penny of the benefits cheque counts, the price of a bus pass, work boots or even a haircut is an unaffordable extra.

Both ETO and ESI pay for such employment-related expenses as schoolbooks and notepads, installing a telephone and its monthly rental fee, photocopying, night-school or part-time courses and child care while conducting a job search. "They might need that little boost so they don't have to spend food money," says Don.

Some of the allowable expenses may seem trivial, but "when you're looking for work and have a bus pass (given to you), it sure helps you get around," says Don. Up to \$200 per month is available to each client for these expenses, and Don has found that personal-appearance costs—clothing and haircuts—are the top expenses on the list, followed by transportation.

**T**he last word belongs to André, who says his experiences with ETO have given him hope and confidence in himself. "I've learned to go for interviews and not be nervous," he says. "If I get it (the job), I get it. "At least I know where I'm going." ●

*Julia Naczynski is the editor of Dialogue.*



# Gentle teaching

*A new technique in teaching persons with developmental handicaps provides an alternative to traditional methods*

Story and photo by Julia Naczynski

**W**e've come a long way from the era when people with developmental handicaps were locked away in "asylums".

Since the turn of the century, our understanding and attitudes toward those with developmental handicaps has changed significantly. Even the labels have changed: from "mentally retarded" to "mentally handicapped" to "developmentally handicapped" and "developmentally delayed."

With each advance has come new approaches to improving the quality of life for people with special needs.

"For a long time, our attention was focused just on custodial care," notes Ann Beauclerc, senior program director at D'Arcy Place in Cobourg. "Then came behaviour modification.

"Now, there's gentle teaching."

Gentle teaching is a very new approach to teaching the developmentally handicapped, particularly individuals who are aggressive, destructive or who injure themselves or others. It is unlike traditional approaches, which primarily rely on negative ways of discouraging undesirable behaviour with the use of punishment, restraint, or negative verbal clues ("no," "stop that").

Gentle teaching has been implemented on an experimental basis at D'Arcy Place, with encouraging results.

What is gentle teaching? Like the lyrics of the Bing Crosby song, it means accentuating the positive and eliminating the negative. During one-on-one teaching sessions, the client is praised for desirable behaviour while negative behaviour is ignored or, if necessary, gently interrupted and then re-directed. Punishment is eliminated so the client's attention is focused on obtaining the reward—bonding with the teacher.

"I found out in implementing this technique that we're a rather punitive society," says Michael Ouellette, the D'Arcy Place psychometrist who

first heard of gentle teaching at a 1987 workshop. "We tend to punish disruptive behaviour."

**C**onsider this everyday example: When children "act up," many parents react by punishing. From this, children learn that they can get attention—even if it is a nega-

negative kind of attention—by being "bad."

Obviously, it makes more sense to pay attention to and reward "good" behaviour. Astute parents know this, and learn to encourage and reward "good" behaviour with attention and praise.

Gentle teaching applies this

## Elements of Gentle Teaching

**T**he basic goal of gentle teaching is to teach bonding—to create a rewarding social relationship between the student/client and the teacher. Teaching should reinforce three principles:

- That the teacher's presence signals safety and security;
- That our words and contact (looks, smiles, embraces and touch) are inherently rewarding; and
- That participation in the task at hand (such as sorting blocks) yields rewards (smiles, eye contact, verbal and tactile praise).

Components of gentle teaching:

**IGNORE:** Used to defuse undesirable responses. Teacher acts as if undesirable response (e.g., tossing blocks away) is not occurring. Teaching continues.

**INTERRUPT:** Used to prevent person from injuring self, others or property. Should be done in a minimally intrusive and soothing manner; teaching should continue.

**REDIRECT:** Used to communicate alternatives to inappropriate responses ("Do this instead"). Best done non-verbally. Use

physical prompts and gestures.

**IGNORE and REDIRECT** are the supportive strategies to the teaching of reward. The primary purpose is to make reward happen.

**REWARD and REWARD-SHARING:** Used to reinforce positive behaviour, such as participating in the task, and to develop the relationship between teacher and student (bonding). Includes eye contact, smiles, physical contact (patting the person's arm or back, hugs), verbal praise ("That's very good, John!" "Good for you!" "Give me a five on that one!" "Alright!").

The teaching of reciprocal behaviours is an integral part of the gentle teaching process. With this, a person learns not only to accept reward, but to give it.

*The book, Gentle Teaching: A Non-Aversive Approach to Helping Persons with Mental Retardation, by Dr. John McGee and associates, is published by the Human Sciences Press (University of Nebraska Medical Center). It can be borrowed from the MCSS Library at 880 Bay Street in Toronto by calling 965-2300 and quoting call numbers HV 3006 .A4 G36. ●*





*Ann Beauclerc and Michael Ouellette outside D'Arcy Place in Cobourg.*

commonsense principle to the teaching of people with developmental handicaps. Developed by Dr. John McGee and associates at the University of Nebraska, it challenges would-be practitioners to re-think traditional methods of managing maladaptive social behaviour among developmentally handicapped clients.

"It requires a commitment of time and effort, but most of all, for many, it requires a real change in values," says Michael—that is, abandoning aversive therapy's traditional reliance on punishment as the main method of controlling behaviour.

Dr. McGee explains in a training video that in traditional aversive therapy, methods that would be considered inhumane or unacceptable with "normal" people are legitimized and validated when used on the developmentally handicapped. Punishment is not the best way of teaching, he says, because it tends to make people withdrawn and passive. Gentle teaching, which rewards good behaviour by strengthening the bond between the teacher and student, often produces dramatic improvement in the student's social behaviour.

Gentle teaching requires a high degree of commitment on the part of those who wish to use it, says Michael, who has conducted training workshops on the technique along with Bart MacDonald of the Oshawa and District Association for Community Living. "Good intentions are not enough," he says. "It requires hard and persistent work."

At D'Arcy Place, the training consists of lectures, demonstrations and practice sessions.

Most important of all is videotaping a gentle teaching session so the trainees can see if they are applying the technique correctly. People don't like hearing their voices or seeing themselves on screen, and that makes video an unappealing part of the training, says Michael. The video session is also critiqued, which is an off-putting experience, but "like any new technique we've introduced, the training is critical."

So far, 14 staff have learned the technique (which is taught on a voluntary basis) and gentle teaching has been used with six clients. The results have been encouraging; clients who previously resisted learning simple tasks have responded well.

In some cases Michael has heard of, "the person seems almost like a different person—more affectionate and outgoing," he says. "To me, it's the best result of the approach—the improvement in social behaviour. They seem to enjoy life more."

Ann Beauclerc agrees. "We pay a lot of attention to quality of life," she says. "With this, there's enjoyment of life."

Michael says he would like to see the technique implemented fully with most D'Arcy Place clients, as well as through a specially-set-up treatment house. He is looking for a local facility or agency that would be willing to share the costs involved in a treatment house. ●

*Continued from page 5*

administering the current system.

That's why the report suggests implementing the recommendations in stages. This includes the development of new social assistance legislation with a period of public consultation.

- In Stage One, the first year, reforms must signal major moves in the areas of adequate rates, incentives to work and removal of the complexities of the system.

- Stage Two would cover the drafting of new social assistance legislation, since many of the reforms depend upon having legislation in place.

- Stage Three would involve the implementation of new legislation to allow reform.

- Stage Four would focus on implementing an income supplementation program available to all working poor persons, with each of the three previous stages including significant improvement in social assistance rates.

- Stage Five is devoted to the implementation of new income security programs such as disability insurance, disability benefit and children's benefit programs.

Is spending money on social programs worth it? "We can never know what sort of place Ontario or Canada would be if, as a society, we had spent more or less money on social programs," the report says in a thoughtful analysis of the cost of such programs. It notes that a 1981 survey indicates that Canada's expenditure of 21.5 per cent of its Gross Domestic Product on social programs in that year left it in the bottom third of the major Western industrial countries (the average was 25.6 per cent).

The report concludes—and draws upon other sources to support it—that social spending has positive economic benefits. For example, it has been shown that the cost of a program for sole-support mothers in California not only recovered expenses over time—\$2 saved for every dollar spent—but saved money in the long term.

"The pay-off is so great," says George Thomson of social assistance reform. "We're dealing with the issue of poverty among children, helping the disabled get off social assistance."

"If the expenditures achieve that, the costs are not as scary—and they're worth it." ●





Dave Rudan

### So long, Danny

After more than a decade with the ministry, Danny Cuvelier has "clog danced" his way over to a new job at the Ministry of Northern Development and Mines. (Clog dancing is one of Danny's favourite pastimes.) Danny had been manager of the ministry's General Services, and one of his many jobs was to make sure that *Dialogue* magazine was distributed properly and cost-effectively. Friends and colleagues gathered to wish Danny "au revoir" and Bob Wilson, co-ordinator of supplies and services, presented the farewell gift. ●

### Staff volunteer nominations

Nominations are now being invited for the 1988-1989 MCSS Staff Volunteer Awards.

The deadline for nominations is January 13, 1989. The forms are available in ministry offices throughout the province and the completed forms should be delivered to your regional representative by the January 13th deadline.

The regional awards representatives are: Bob Nye in the North Region; David Crouch in the Southeast Region; John Robertson in the Southwest Region; and Betty Field in the Central Region. Corporate nominations should be sent to Alex Honeyford in the Volunteer Services office.

The Staff Volunteer Awards program is an opportunity to publicly acknowledge the contribution that ministry employees make to worthwhile causes outside their work.

For additional information, call the representative in your region, or Alex Honeyford in Toronto at 963-2936. ●

## Employment equity helps workers with disabilities

"It's surprising how many people really don't know what this means and what it means to them."

"This" is employment equity, and the above comment from a panelist at a recent training day for employers explains why the session was organized.

Hosted by job placement co-ordinators with the ministry's Vocational Rehabilitation Services, the half-day forum provided an opportunity to explore the impact of employment equity legislation for people with disabilities.

Ann Lawless, director of human resources and administration for Lavalin Inc., pointed out that many people who have disabilities are not acknowledging it on equity questionnaires. Some employers may have more people who qualify for employment programs than they are aware of, she said.

Phil Francis of Maclean Hunter, a communications company, agreed. He said some people will not report themselves as belonging to a designated group because they do not perceive themselves as disabled or as belonging to one of the other equity groups.

Jan Anceвич, the ministry's recently-appointed employment equity program manager, offered some statistics. About seven per cent of the province's workforce are members of the equity-designated groups, compared to six per cent in the Ontario Public Service and nine per cent of the ministry's employees. The 1986 "I Count" census revealed that 75 per cent of employees with disabilities have either co-ordination/dexterity disabilities or nonvisible physical handicaps.

Jan said that among the systemic barriers to employment in the OPS is the perception that employment equity is meant only for women. Other barriers include outreach problems with the disabled community, especially persons with vision and hearing impairments, and job advertisements that are not accessible to many because they are print-focused (newspaper ads).

Honey King, VRS job placement counsellor with the Northwest Toronto Office, noted in the session's closing remarks that employers who want "good, stable, committed, loyal people" should look to persons with disabilities as potential employees.

Many VRS clients are capable and skilled, but cannot "sell" themselves to potential employers because they don't have the confidence they need to present themselves well, she said.

The session included a presentation on employment equity by Nancy Green of Canada Employment and Immigration. Michelle Darling, director of human resources planning and development at Consumers Gas, offered a talk on her experiences in promoting the hiring of persons with disabilities.

The session was held at the Metro Convention Centre and included Central Region VRS counsellors as well as representatives from private industry and business. ●

### Old-fashioned fun for the United Way



This year's United Way campaign kicked off Sept. 22 at Queen's Park with an outdoor fall fair. MCSS featured the theme, ComSoc's General Store ("Established Long Long Ago"), and won a prize for best costumes. Those who staffed the popular store included, from left, MCSS campaign treasurer Diane Petrie, chairperson Joyce Bodner, assistant deputy minister of finance and administration John Burkus, and special events co-ordinator Dane Taylor.

The campaign included a 10-day canvass blitz, a flower sale, a superdraw and a wrap-up luncheon to thank canvassers and others who volunteered with the campaign.

The MCSS goal in the \$2 million campaign among Ontario government employees was \$97,000; the ministry raised \$106,500 towards that goal. ●



## Say that again?

If you've ever felt overwhelmed by the jargon you hear at work, you'll appreciate the following effort by Archie McKay to put it in humorous perspective. Until recently Archie was a program consultant in Human Resources Development and Training. Reprinted with the kind permission of *Finance and Administration Update*.

### Limiting Factors in Memoranda Analysis (or, "What the Hell Are You Trying to Say?")

There's Consultation, Strategizing, Leadership, Control, Appraisal, Structure, Rationale, Production (Bless my soul!)

Environment and Systems, Principles galore, Procedures, Standards, Projects, Technology and more

Elements and Excellence, Effectiveness, Expense, Barriers, Bases, Bridges and Surpluses immense

There's MBO 7 MBR, Management by Decree, O.D. and P.C., And some of Z.B.B.

Here's Parkinson, and Murphy, McGregor, X and Y Developmental, Integral, Priorities low and high

We have Models, a few Methods, Planning—(well defined) It's only in translation That I'm falling far behind!

## Call to conference

The organizers of *Pathway to Partnership*, a conference aimed at those involved in direct care of developmentally handicapped persons, are seeking ideas and presenters for this event. The conference is being hosted by Southwestern Regional Centre and will be held June 28 -30, 1989 in Chatham.

The conference is in the early planning stages and will focus on three areas of interest: effective treatment and training, personal growth and development, and service challenges such as integration.

Participation is expected from workers from MCSS-operated facilities, transfer payment agency day and residential programs, treatment centres, and classroom and resource teachers and aides.

For more information, contact Paul McPhail, chairperson of the conference committee, at SRC, P.O. Box 1000, Blenheim, Ontario N0P 1A0 (tel. 519-676-5431). ●



## Silver anniversaries celebrated

Four long-time ministry employees in Toronto were recently inducted into the Quarter Century Club and received plaques and personal congratulations from Minister John Sweeney. They were (from left) John Burkus, the assistant deputy minister of the Finance and Administration Division; Julie Evans, unit manager secretary with the Children's Services Branch (standing next to Mr. Sweeney); John Biel, program analyst with the Income Maintenance Branch; and Ron Berketa, supervisor of Family Benefits Assistance Administration at 2195 Yonge Street. ●

## New director appointed

Barbara Stewart has become the director of the Financial Planning and Corporate Analysis Branch.

Barbara was most recently manager of financial planning and program analysis.

She was an officer with the Management Board from 1982 to 1986, and was a senior economist with the Ministry of Industry, Trade and Technology before that. She has also been with the federal government as a policy and program analyst with the Treasury Board.

Barbara has taken on the position made vacant by the departure of Michael Jordan, who has become executive co-ordinator of the Management Policy Division for Management Board of Cabinet. He was with MCSS for nine years. ●



Barbara Stewart

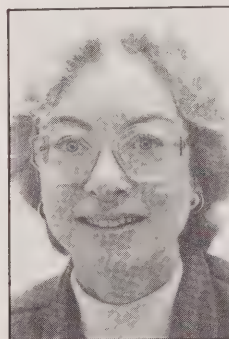
## Employment Equity welcomes new manager

Jan Anceвич became the new manager of the ministry's Employment Equity program in September.

Prior to her appointment, Jan was a consultant specializing in employment equity issues for a Toronto firm with a large private-sector clientele.

She has also had considerable experience with the federal government, and worked with the Canada Employment and Immigration Commission (CEIC), preparing policy for the Employment Equity Act which was made law in 1986.

Jan also worked with the Secretary of State in the field of international human rights, was with the Canadian Human Rights Commission for one year, and also prepared a



Jan Anceвич

study on native women for the now-defunct Department of Regional and Economic Development (DREE).

Jan has worked extensively in women's issues, including a stint with the Ontario Women's Directorate when it was known as the Women's Bureau, and was part of a pilot project in 1969 to encourage women to re-enter the workforce.

She holds a masters degree in social work from Carleton University in social policy and administration, is a founding member of the fledgling Toronto Employment Equity Practitioners Association (TEEPA) and is a member of the Women's Legal Education and Action Fund (LEAF).

Jan is looking forward to the challenge of employment equity in the ministry. She notes that, on a statistical basis, the ministry has done a good job of employing people who belong to the minority groups covered by employment equity. "The Ontario Public Service is doing more on employment equity than most private companies are right now," she says.

The employment equity office is located in Toronto at 880 Bay Street, 4th floor. ●



# READER'S SURVEY

Dialogue is *your* magazine. Please help us make it better by taking a few minutes to complete this survey. We'll publish the results and do our best to act on your suggestions.

After completing the survey, please fold so the address on the bottom shows, staple, and send to the address indicated (by Government Mail if you wish). Or, put in an envelope and mail.

Thank you for your help. Please return by February 28th.

1. You are: ☐ Ministry employee

☐ other (specify) \_\_\_\_\_

2. (If ministry employee) you work at: ☐ North Region

☐ Central Region ☐ Queen's Park

☐ Southwest Region ☐ Southeast Region

3. How much of Dialogue do you read?

☐ All of it ☐ Most of it ☐ Some of it ☐ Very little

4. If "Very little," why? \_\_\_\_\_

5. When you have read the magazine, what do you do with it?

☐ Keep it for future reference

☐ Give it to others (family, co-workers)

☐ Put it where others can see and read it, such as table, rack

☐ Toss away

6. What are your reading habits?

I read:	Always	Sometimes	When I have time	Never
Cover story	_____	_____	_____	_____
Features with photos	_____	_____	_____	_____
Stories without photos	_____	_____	_____	_____
A Day In the Life	_____	_____	_____	_____
Round the Regions	_____	_____	_____	_____
Looking Back	_____	_____	_____	_____
Employment Equity News	_____	_____	_____	_____

7. What is your overall impression of Dialogue's:

	Excellent	Good	Fair	Poor
General appearance	_____	_____	_____	_____
Quality of stories	_____	_____	_____	_____
Content (selection of stories)	_____	_____	_____	_____
Photos	_____	_____	_____	_____
Coverage of ministry people	_____	_____	_____	_____
Coverage of ministry programs?	_____	_____	_____	_____

8. How do YOU think any of the above items could be improved?

\_\_\_\_\_

9. What would you like to see published in Dialogue—for example, is there a person or program you think should be in the magazine?

\_\_\_\_\_

10. Have you ever submitted a story idea or photograph to Dialogue?

☐ Yes ☐ No

If not, why not? \_\_\_\_\_

11. I would like to see Dialogue published: ☐ more frequently

☐ the same as it is now (four times per year)

☐ less frequently

12. If you have any additional comments or suggestions, please write them here: \_\_\_\_\_

THANK YOU FOR YOUR HELP. PLEASE RETURN BY FEBRUARY 28TH.

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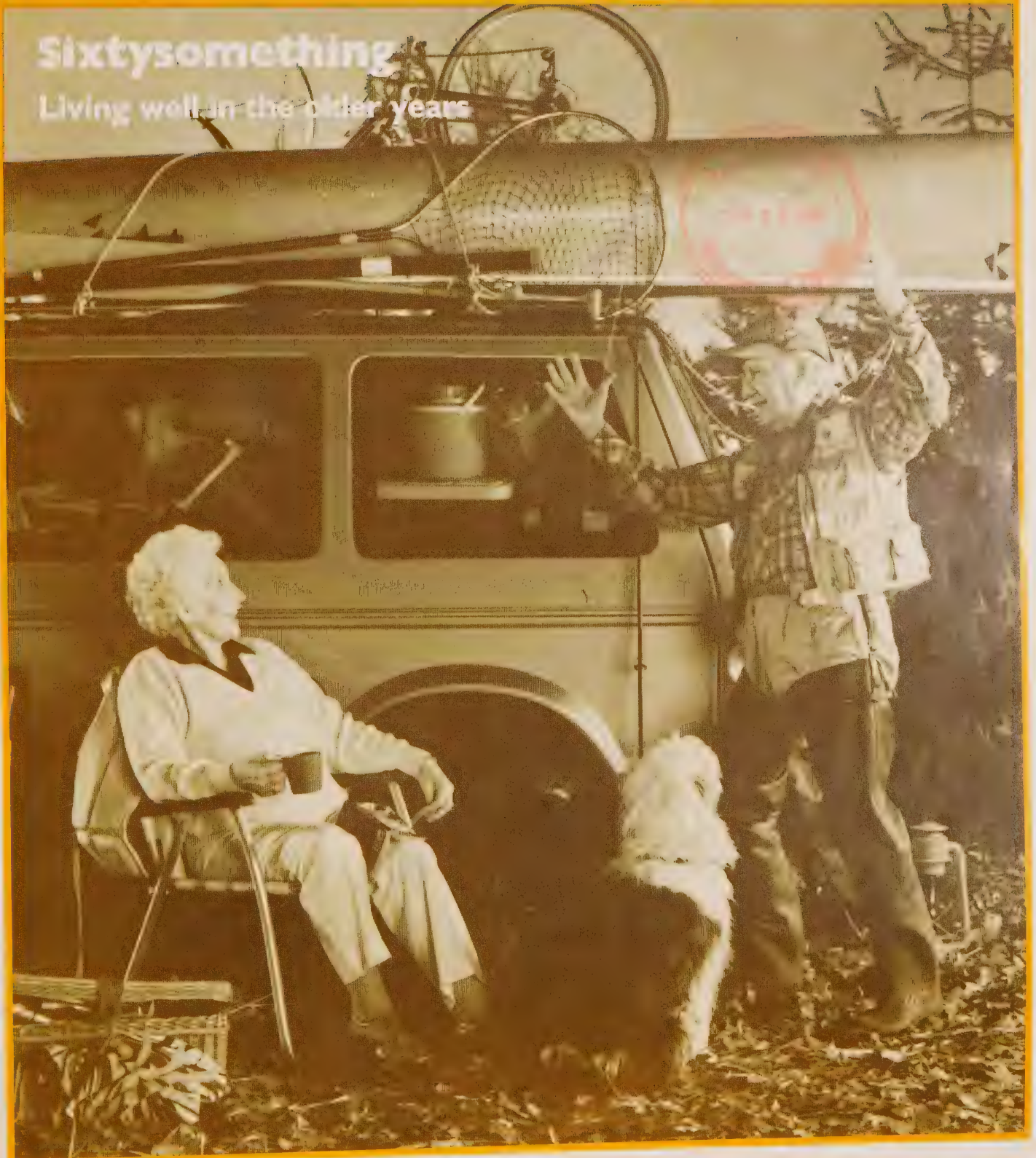
Ministry of  
Community and  
Social Services

Vol. 12, No. 2, Spring 1989

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# Dialogue

Sixtysomething  
Living well in the older years







Ministry of  
Community and  
Social Services

Ontario

John R. Sweeney  
Minister  
Peter H. Barnes  
Deputy Minister

# dialogue

DIALOGUE is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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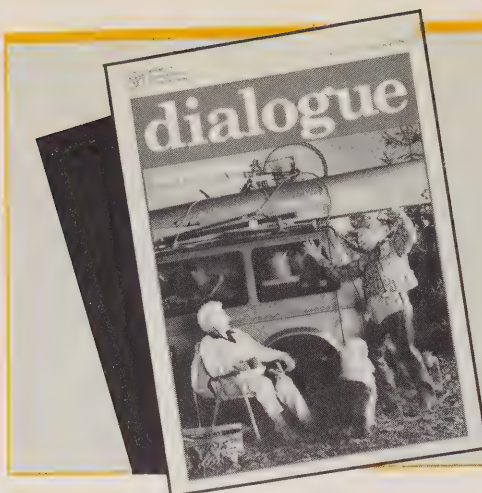
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**COVER:** Ontario is preparing now for a future in which there will be more seniors in the population than ever before. Many people are living longer—and living better, as the campers on our cover illustrate. See our feature stories beginning on page 3. Cover photo by Heather Bickle, courtesy of the Ministry of Natural Resources.

## Crimebusters program in full swing

**T**he ministry's Workplace Watch program has been put into place in every MCSS office in an effort to combat office thefts.

Thefts at Queen's Park became a matter of growing concern last year, but a survey of other offices found that thefts in field offices were also a problem, says Bill Mocsan, manager of General Services.

Workplace Watch kits have been distributed to all ministry offices and facilities throughout the province, says Bill. These contain the Workplace Watch brochure and poster, security stickers to be placed on "attractive assets" (such as personal computers), an invisible-marking pen to be used in conjunction with the Ontario Provincial Police program called Operation Provident, an information sheet on lock-down devices to secure attractive assets and a copy of the ministry's policy on security.

Workplace Watch brochures were distributed with pay envelopes for the first pay period in December.

The program is meant not just to protect ministry assets, notes Bill. "We're concerned with your personal property as well," he says. Many of the reported thefts have included purses, wallets and personal items.

The program is designed to deter would-be thieves from committing "crimes of opportunity," which are usually done on impulse because the opportunity was there, says Bill. The presence of posters, stickers and the like will make people aware that all



## Workplace Watch

employees are vigilant and alert to possible thefts.

The program includes the use of a new form for employees who need to borrow a ministry asset, such as a portable computer, for use outside ministry premises. Security staff will ask to see a signed copy of Form 2609 (*Authorization for Removal of Ministry Owned Attractive Assets*) if they see anyone taking an attractive asset off the premises, says Bill.

Purchasing will recommend lock-down devices—meant to anchor items such as computers to walls or desks—and help select those best suited to a particular office's needs, says Bill.

For more information, call Bill at (416) 965-3639.



# Through Other Eyes

*Workshops dramatically demonstrate what it means to be less than fully able*

by Julia Naczynski

**T**hrough Other Eyes is a practical example of the adage, "Walk a mile in *my* shoes."

In this case, the walking is hampered by weights strapped to one ankle, a water wing around the elbow to simulate stiffness, goggles that fog, blur and otherwise impair vision and earplugs that muffle sound.

*Through Other Eyes* is the name of a workshop project organized by the ministry's Public Education and Program Promotion Unit. It offers participants the opportunity to experience at first-hand, through a process called "sensory simulation," what it is to be elderly or disabled—and to see the world "through other eyes."

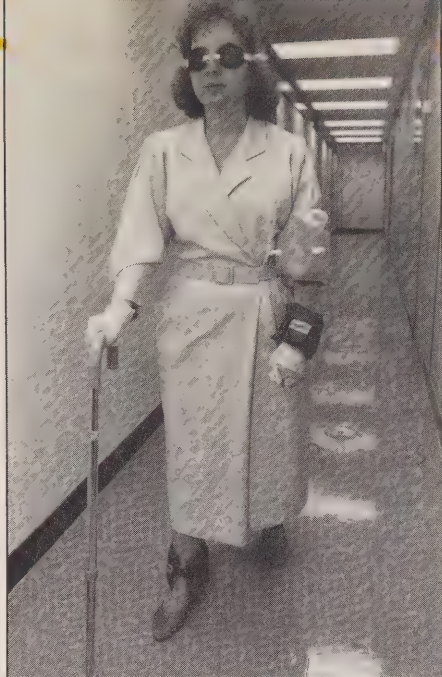
"It's instant aging," says Pat Boland, until recently a program consultant with the unit, which is part of the Community Services division. "It really works—it does open eyes and changes attitudes. People come away with a much more patient and sensitive attitude."

"It should be part of the school curriculum," adds Pat, who is now working with the North York board of education.

*Through Other Eyes* began as a pilot project in 1987 as part of the public education unit's mandate to develop information programs focused on seniors. The programs aim at identifying barriers to the quality of life for older adults.

Of course, not all elderly people are feeble, which is why the program is promoted as a way to learn how people who are "less than fully able" cope with external barriers, says Mary Brown, manager of the unit.

Originally given to selected employers and organizations, the program has become popular through word of mouth. The unit had more than 60 workshops scheduled between January and the end of March, says Mary. It was recently conducted with participants from the ministry's Elderly Services



Brian Pickell

Dialogue editor Julia Naczynski models the equipment used in the *Through Other Eyes* workshops.

Branch, and members of the Executive Committee—including Deputy Minister Peter Barnes and assistant deputy ministers Michele Noble, Michael Mendelson and Ola Berg, and the executive director of Strategic Planning and Intergovernmental Relations Colin Evans. Minister John Sweeney attended a workshop in the pilot-project phase.

**W**hen a workshop is held, it's sponsored by a local organization or business (say, a service club, bank branch or a retail store), with the sponsor providing the meeting space, a list of local participants and media coverage. The participants are senior decision-makers from the community, such as retailers, bankers, educators, politicians, service agency personnel, planners and architects.

Each participant is outfitted with goggles, ear plugs, water wings, ankle weights and several pairs of surgical gloves to hinder manual dexterity, and a cane.

Then each is asked to complete a list of tasks related to using their particular service or environment. This can include shopping for several items in a store, finding a certain book in a library and going to the bank.

The workshop is invariably an eye-opening experience for the participants, says Pat. "It's a first-person experience and that, in itself, makes it more meaningful."

Participants find out for themselves why elderly or disabled persons sometimes take so long to pick out the item they want in a

store (because they can't see it on the shelf, or read the label or price tag), why they're so slow-moving (it's hard to hurry when your arms and legs are impaired by the extra weights and other encumbrances) and why they take so long at the cash register (they can't hear the clerk when she announces the total cost of purchases, or pick out the correct amount of money from a wallet).

For the participant, the benefits of the experience are obvious: a new awareness of the difficulties of the less than fully abled and a heightened sensitivity to those with mobility problems. For the sponsors—especially businesspeople—there are bottom-line benefits: they learn how to eliminate physical barriers and increase goodwill, sales and profits by making their places of business more accessible and user-friendly.

There are 16 trainers around the province who co-ordinate workshops in their communities.

**M**ary is quick to point out that most people who are less than fully abled, including elderly people, would rarely have all the handicaps that workshop participants are asked to take on all at once. The multiple handicaps are meant to heighten the experience and to make an impact that a single handicap might not.

Pat also readily acknowledges that *Through Other Eyes* is not a unique concept. Organizations such as the Canadian National Institute for the Blind and the March of Dimes have been putting abled-bodied people through restricted-mobility experiences, such as blindfolding and wheelchair use, for years.

She speculates that the workshop is popular because it provides a preview of the one experience we all expect to have: the experience of growing old.

"We're all going to be there one day," she says.

And, when we get there, we can hope that other people will see us through other, more understanding eyes. ●

*The Public Education and Program Promotion Unit's work also includes changing public attitudes toward seniors; developing programs which assist marketers/merchandisers, physicians and the clerical community in responding to the needs of the older adult; providing information on services available to seniors; and assisting organizations in the recruitment of volunteers.*



# ...and they lived happily ever after

*Old age is the best age of all, say two researchers who went to the source to find out what it means to be elderly*

by Julia Naczynski

Is it the best of times or the worst of times?

"Senior citizens," "golden agers," "mature people," "the young at heart"—these are all phrases that somewhat unconvincingly try to portray the aged in a positive light.

But nobody's fooled. After all, everybody knows that old age is when your body and mind break down and you're just waiting to die—right?

Wrong, wrong, wrong, according to two University of Guelph researchers who say people have a negative image of the elderly that doesn't reflect the reality of those who have come to the last third of their lives.

Psychologist Richard Lonetto and sociologist Joanne Duncan-Robinson have written a book that is sure to stir up lively debate about the myths of aging. The book, with the working title, *Age Is Just A Number*, offers a selection of insights on being old by the people who really know what they're talking about—people aged 55 up to 95.

Here's a sample of the contents:

"I'd like to place a well-directed kick to the rear-ends of all those people who told me how terrible retirement was going to be... I never should have listened to them... I could have been enjoying myself years earlier if I hadn't." —Male, 70

"Growing old doesn't mean getting into a rut; it should mean getting out of your old one."

"It has been my experience that when most doctors run out of specialists, they send you to psychiatrists." —Female, 65+

"Ignore all the advice you get!"

"Don't trust anyone representing themselves as a gerontologist. They are probably 28 years old and have gained all their knowledge from reading government reports on poor, impoverished old folks!" —Male, 68

The book builds a strong case against the image of the elderly as sickly, poor and lonely old folks who

have left the best of life behind them. Indeed, it offers strong evidence that those in their sixties and older are vigorous, interesting and busy people—and that there are many more such individuals than most people realize.

"About 91 per cent of Canadians over the age of 65 live outside of institutions," says Richard Lonetto, either in their own homes or in the community. In other words, only a very small number—about nine per cent—live in institutions such as homes for the aged and nursing homes.

Those who live in institutions usually do so because they must, says Richard; they may require nursing care to meet their health needs. But even though this segment of the 60-and-older generation represents the minority, it is the one studied by researchers when they study old age, he says.

Richard became intrigued with the image of the elderly during his previous studies of children's conceptions of death. He found most children equate old age with dying. "Children are terrified about their parents and grandparents dying because they're old," he says. "They equate being aged with sickness and separation."



Joanne Duncan-Robinson

In their research, Richard and Joanne found study after study that focused on elderly people living in institutions. But if you're going to study what it means to be aged in today's society, the researchers say, it makes more sense to study the majority who live independently and outside of institutions. These are the people Richard and Joanne call the Happily Retired Elderly.

"We knew there had to be thousands of people out there with good stories to tell," says Richard. But how could they be found?

What Richard and Joanne did was write letters to newspapers across Canada, introducing themselves as researchers who wanted to hear from people 55 and older and their attitudes toward aging. They invited people to send them letters and audio tapes describing any aspect of age they wanted to "sound off" about.

The project was picked up as a news story by Canadian Press, the national newswire service, and after a story was written and published by affiliate newspapers, "the floodgates opened," says Richard.

Between November 1987 and June 1988, the two researchers received an average of 50 letters a day "and we're still getting them."

The duo believed they might be lucky enough to get "a few hundred letters" for their project; by the time they were ready to compile their information into book form, they had more than 7,000 responses to work with.

Letters, tapes, family histories, photographs and other responses poured in from across the country and from such "sunshine states" as Florida, Texas and Arizona. Richard guesses that "snowbirds" on their way to spend winter in the United States picked up Canadian newspapers at the U.S.-Canada border and read stories about the project. "And people would tell other people about it."

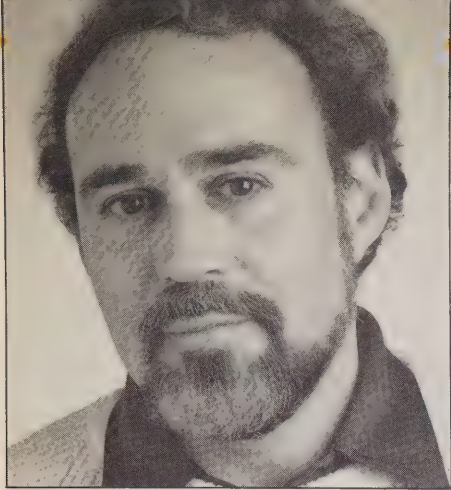
The result is a book composed mostly of verbatim, first-person accounts that is thoughtful, humorous, eloquent and moving.

As Richard and Joanne studied the information they received, some clear insights emerged.

"Based on the information people contributed, we found that people who are successful at being old are successful at living, at any age," Richard says. "They see the world differently."

Most of the contributors empha-





Richard Lonetto

**"...people who are successful at being old are successful at living, at any age."**

**—Richard Lonetto**

sized that they still feel the same as they ever did; they didn't feel "old," even though other people treated them as though their age conferred upon them certain traits and characteristics. "The real problem with being old, we found, is that inside you're no different, but the body seems to age independently," says Richard. That colours other people's perceptions of you as a person, he says.

Most of the respondents said that retirement was the best experience of their lives. "They said it's freedom, and that they should have done it sooner."

Those who said they were having a tough time with retirement also indicated that they had had a difficult time with their personal lives when they were younger.

Most advised that retirement has to be carefully planned and prepared for. "The people who plan for it are having a hell of a good time," says Richard. Such people were doing the things they always wanted to do but didn't have time for when they were earning a living and bringing up a family: starting a business, learning a new skill, travelling—"the things that have been put off because of other commitments."

Many joined organizations so they could advise others with the expertise they had gained in their previous occupations; some had hobbies they had turned into a business or enterprise, giving themselves a second career. "Many wrote and

said they're making more money at that than when they were working," says Richard. One woman, for example, employs 130 people making preserves for commercial sale.

Many said they felt sorry for younger people, who are trying to cope with finding jobs or paying a mortgage or rent. Notes Richard, "Only eight per cent of Canadian homeowners older than 65 have a mortgage to pay off. Most have their houses paid for and pensions of more than \$1,000 per month. They have more discretionary income than they've ever had before." (Such people have been described as "Woopies"—Well-Off Older People—or a phrase the British press has coined, "Zuppies"—Zestful People with Pensions.)

Most also said the physical limitations of aging were not as great as they had been led to believe. "Studies show that 50 per cent of people over 65 exercise regularly," says Richard. "That's more than younger people." He speculates that a fit lifestyle is part of a life-long pattern.

A common insight among the respondents was that it's all right to age, but not to get old. They advise younger people to see the elderly as persons, not a stereotype.

Richard cheerfully admits that the collection of contributions on which the book is based is unscientific by the usual standards, and that it is likely to stir up controversy among his academic colleagues. It does not present a balanced view of old age—for example, there is no discussion of poverty among the elderly, or elder abuse—but this lack of balance is deliberate. The two researchers felt enough bad things are said about being old, and that it was time for someone to talk about the good things.

Richard feels the book presents a positive image of aging that is sorely lacking in today's stereotypical view of the elderly.

"Going over this confirmed a lot of my ideas and suspicions," he says. "This is a group of people whose experiences and insights are so wonderful—and so neglected that it's a crime."

"These are people quietly having wonderful lives." ●

*"Age is Just a Number: Advice and Insights on Aging From Those Who Know Best" will be published by McGraw-Hill Inc. this fall.*

## Myths of aging—and a few truths

By the year 2001, an estimated 12 per cent of Canadians will be 65 and older; by 2031, that age group will represent 20 per cent of the population. Ontario alone now accounts for more than one-third of Canada's elderly.

From 1901 to 1981, the number of aged persons has grown at twice the rate of the population as a whole, and the fastest-growing segment of the population is the "elderly old"—those 75 and older.

Because of the exploding population of elderly people, Richard Lonetto and Joanne Duncan-Robinson's soon-to-be-published book examines some of the myths of old age. Here are a few of the beliefs that they feel are no longer valid:

- ▶ Senility inevitably accompanies old age.
- ▶ Most old people are miserable, lonely, have health problems and are poor.
- ▶ Old people who retire usually suffer a decline in health.
- ▶ Old people have no interest in, or capacity for, sexual relations.
- ▶ Most old people end up in nursing homes and other institutions.
- ▶ Old people can't manage a household and are more likely to become victims of crime.

Richard and Joanne examined studies that refute most of these assumptions. Their research confirmed much of the information sent to them by the contributors to their book, including these research-based findings:

- ▶ There is little significant difference in the intellectual capabilities of a 21-year-old and a 71-year-old.
- ▶ Healthy older persons are more flexible, resourceful and energetic than younger persons.
- ▶ The adaptability and survival of older persons does not depend on chronological age, but on self-image and a sense of usefulness.
- ▶ Older persons are less resistant to change than people in their twenties.



# Alzheimer's disease: stalking a biochemical devil

*Canadian researchers are taking the lead in seeking the cause of the affliction that is sometimes called "the disease of growing old gracefully"*

by Ivor Shapiro

**"J**ackie, there's something wrong with my mind, can't you do anything for me?"

When Jackie Philp's father suddenly burst into tears, grabbed her arm and pleaded for help, she had known for a while that there was something wrong with his mind. He had been changing—at first so subtly that it could have been her imagination, then in ways that could not be ignored so easily. He became quiet, lethargic, irritable.

And he was always forgetting things: where he had put something, what he was going to say, how to turn on the lawnmower, how to play cards. Then the retired sales director started wearing his underclothes over his trousers, going to bed with his boots on, making vulgar remarks at odd moments. He was becoming a young child in a man's body.

With a man's rage, and a man's strength. In his frustration, Harold Wickware became angry with himself, angry with the world. Just before Christmas in 1980, his anger turned into violence. In an argument over letting out the family dog one night, he knocked his 76-year-old wife over, breaking her hip. Only when Mae Wickware was in hospital herself did she finally agree to have her husband hospitalized.

It was, the family doctor said, "just old age."

**S**ince 1905, there has been a name for what was wrong with Harold Wickware's mind. A name, but not much more.

No one yet knows exactly what Alzheimer's disease is. No one knows how it carries out its terrible mission of slowly destroying the brain, and no one knows what causes it. Some people inherit it, but for most it strikes without the slightest warning. Nothing can stop it, nothing can prevent it. In fact, it can usually be diagnosed for certain only when the victim is dead and an autopsy reveals tangled fibres and plaques among the brain cells.

Though the cause of those bizarre growths is unknown, there are some things that make the illness more likely to strike. If Alzheimer's disease has been in your family, you are four times more prone to get the disease than if it hasn't. A head injury will triple your chances of getting the disease some day, and if you habitually drink acid-rain water, you double those chances.

**"Watching someone you love deteriorate mentally is the most heartbreaking experience anyone can go through."**

**T**he list of risk factors may not seem to have much in the way of a common thread, but Dr. Donald McLachlan thinks the missing link may lie just beneath the surface. An awful lot of it, in fact, lies just beneath the surface of the earth: aluminum.

In 1966, when few people anywhere were studying the disease, McLachlan and his University of Toronto colleagues made a discovery that has directed the course of their research ever since. They wanted to know what happens to brain cells which develop tangles, so they injected aluminum into rabbits. Aluminum, they already knew, could produce similar deformities.

After the animals received a dose of aluminum, "they would be perfectly normal," McLachlan recalls. "There would be no change whatever after they woke up from the anesthetic. And then, about 10 days later, they started to get forgetful."

The rabbits' memory lapses would first be short-term, then long-term. Then they started having difficulty controlling their movements. Later they started having seizures, and many died.

That might have been that, if McLachlan was spending all his time

in the lab. But he was also a practising physician, treating patients with Alzheimer's.

"And then it struck me one day," he says, obviously enjoying re-telling the old story as he leans back in a lab chair, legs splayed, surrounded by buzzing computer scanners that jostle greenish test tubes for counter space. "I had been working with a patient who had a history of just such things: short-term memory loss getting more profound, later developing muscle-control problems and involuntary movements and seizures. And then I thought well, we'd better check out the human to make sure there's no aluminum in Alzheimer's disease."

When McLachlan and his team looked for aluminum in the brains of dead Alzheimer's patients, they found quite a lot of it. Most of the metal, he believes, finds its way into the very nucleus of cells, the place where deoxyribonucleic acid (DNA) lives. DNA is the gooey acid that carries genes, and genes are the sub-microscopic teachers that send specialized messages which tell the body how to function.

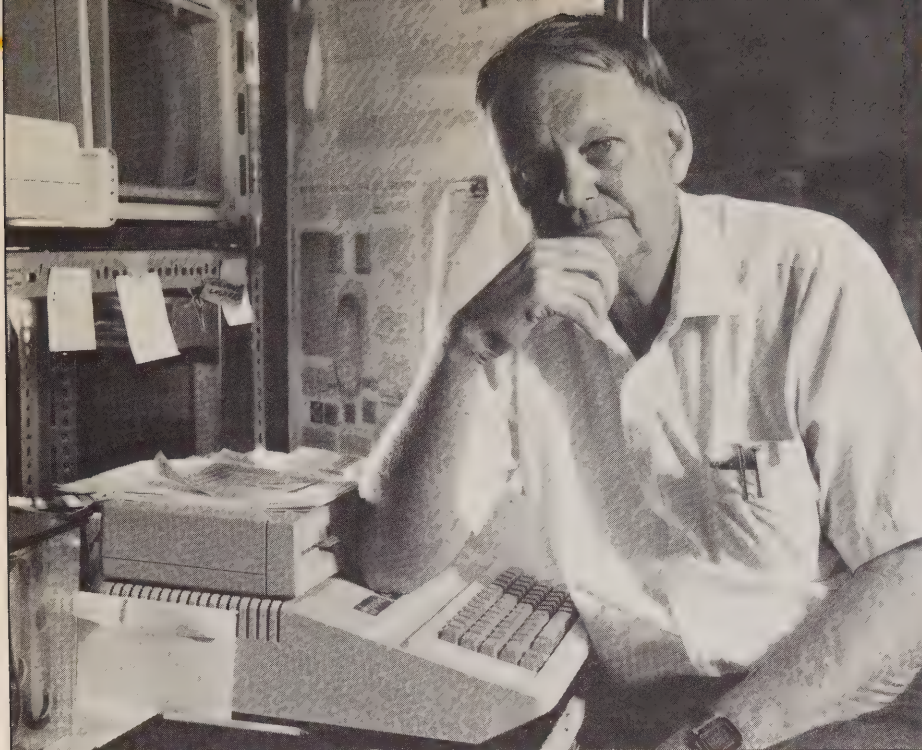
Somehow, McLachlan thinks, aluminum is stopping cells from "reading" (learning from) certain genes, or stopping some genes from doing their job of teaching the brain how to remember. So, in an attempt to understand that malfunction, some members of the McLachlan team are now painstakingly sifting through thousands of genes in a hunt for the ones that don't "express" themselves effectively in the neurons of Alzheimer's patients.

The thing is, there shouldn't be aluminum anywhere near those smart little cells. Aluminum in the blood is as natural as a snowflake in winter, but it's poison to brain cells. In a healthy brain, an ingenious filtering system stops toxins from leaking out of the blood into neurons (while letting vital oxygen and nutrients through).

The U of T team believes that in the Alzheimer victim, something has caused this blood-brain barrier to spring a leak. For some people, that catastrophic "something" might be a head injury, for others it could be a thyroid deficiency. For still others, it could be an inherited defect in another gene—the gene that controls the blood-brain barrier itself.

Dozens of North American labs are now involved in the quest for the gene that presents selected members of certain families with the unwelcome inheritance of





Chico Tauschel

*Donald McLachlan probes the mystery of Alzheimer's disease.*

Alzheimer's. If the gene is identified, people at risk for the disease could be identified with a simple blood test.

But then what? Nothing can yet be done to protect them. Still, *if* clear evidence should emerge to support the aluminum theory, maybe such people would be advised to move out of acid-rain areas (but not to buy new pots and pans, as is commonly believed: aluminum is not soluble in water).

And maybe, *if* aluminum is the villain, a drug could be developed to help the faulty blood-brain barrier do its work, and carry away the toxin. U of T's Theo Kruck is testing such a drug, and expects results next year.

If, if, maybe, maybe. And maybe not.

There are scientists who are convinced the whole aluminum doctrine is a red herring, a path of speculation that is unsupported by facts.

"The aluminum hypothesis has pretty well been eliminated by the latest data," says the University of British Columbia's Patrick McGeer, citing recently reported American probes of post-mortem brain tissue. The UBC team is sniffing at other clues, such as the possibility of a killer virus that seeks and destroys brain cells.

Or, says McGeer, it could be something else entirely. Even if it's not aluminum, the killer could easily be some other kind of toxin that somehow finds its way through the blood-brain barrier.

Another coastline, another lab, another theory. Researchers at

Dalhousie University in Halifax are intrigued by the shortage in Alzheimer-affected brains of a chemical called acetylcholine. That's the stuff, they believe, that transmits information within the brain, so they are exploring the idea of taking nerve tissue from a fetus, and loading the acetylcholine-rich cells into the brains of living Alzheimer patients.

Meanwhile, researchers in labs across the continent are hoping that an experimental drug called THA can slow down the rate at which acetylcholine breaks down, thus improving its active lifespan in Alzheimer victims.

Everywhere the scientists talk about prospects for prevention, prospects for slowing down the disease, prospects for identifying risk-groups. Those prospects are misty, at best. As for the odds against finding a *cure*, says one researcher: "We don't even dream about a cure right now."

Meanwhile, there's nothing the families and friends of Alzheimer victims can do but look on and try to care for them.

"Watching someone you love deteriorate mentally is the most heartbreaking experience anyone can go through," Jackie Philp says. "My mother had actually lost her husband, and we had lost a father whom we loved."

The agonizing grief and powerlessness experienced by caregivers is a reason why advocacy groups say medical research is not enough. Says Don Smith of the Alzheimer Society

of Canada's research policy committee: "The poor victims themselves don't know what they're suffering, but the people who have to take care of them are the ones who need help."

Among the most important research projects being done, Smith says, are those which probe what kind of care-giving support is most helpful at the various stages of the disease, and what factors are most crucial in deciding when to move a patient from his or her home into an institution.

No one knows for sure how many people succumb to the disease each year, because "Alzheimer's" is seldom the name given to the cause of death on the death certificate. It might be dehydration, because the patient has forgotten how to drink. Or it might be pneumonia brought on by an injury, or it might be a fire or a traffic accident caused by a mental lapse. Brain autopsies are expensive, and, from the point of view of the survivors, a little pointless. But the Alzheimer Society's best guess is that between 100,000 and 300,000 Canadians are afflicted by the disease, whether or not they can name it.

Harold Wickware never did find out what was wrong with his mind. By the time he was admitted to Kingston Psychiatric Hospital and properly diagnosed, his lucid moments were rare and brief. He had lost much of his hearing and vision, had developed a rigid, shuffling gait, and was suffering from chronic pneumonia.

Finally, in the only way yet possible, he got rid of the mysterious biochemical devil that had possessed him for a decade. Shortly after his 80th birthday, he died of complications from hip surgery after getting involved in a fight among fellow residents.

Many more people will die, cut off from the world by their confused minds, and many spouses and lovers and children and friends will be left behind with shattered dreams and violent memories, before science becomes able to do much more about the demon than call it by name. ●

*Ivor Shapiro is a Toronto-based freelance writer. He is the former editor-in-chief of Seek, the Anglican monthly newspaper serving southern Africa, and holds degrees in arts and theology. Since moving to Canada, he has written extensively for many publications and is a contributing editor to Saturday Night magazine.*



# Home in the Highlands

*Four hundred people in Haliburton County bring services to seniors at home*

Story and photos by Robert A. Miller

**T**he rugged beauty of the Haliburton Highlands, with its forested hills and dozens of lakes, has attracted a growing number of people who decide that it's the perfect place to retire.

So many people have either retired to the area (just south of Algonquin Park), or have lived a long life there, that Haliburton County now has the highest percentage of seniors in Ontario. One in every five residents is 65 or over, and many others are in their late fifties or early sixties.

Retirement life on a quiet lake is an appealing prospect. But as retirees grow older, the seclusion of a lakeshore hideaway may present drawbacks as well. Because this part of cottage country is so rugged, because roads twist back and forth over the hills or around the many lakes, it's often a major expedition to get into the main centres of Haliburton and Minden, especially in winter. As elderly residents become less able to get around on their own, they may feel increasingly isolated.

But there are 400 people who are doing their best to make the life of the county's older residents as manageable as possible. These 400 active folk, mostly retired themselves, are volunteers with Haliburton County Home Support Services, an umbrella group for services to seniors.

These volunteers help more than 1,200 seniors in many ways—Home Support includes more than a dozen different programs.

The list of services is long: meals on wheels, wheels to meals, friendly visiting, "Fone-A-Friend," home help, local and out-of-town transportation, and others. There's a drop-in centre for seniors in Haliburton (folks in Minden are hoping for one soon). Recreational programs such as the Ontario Senior Games and card tournaments are popular (apparently many long-time residents prefer euchre; for more recent arrivals, bridge is the game of choice). Home Support co-ordinates services to the county's 40 Alzheimer's patients, as well as an important emergency response system, and a travelling van which tests seniors' hearing ability.

"All the programs are designed to enable seniors or disabled persons to remain independent in their own homes for as long as possible," says Home Support's executive director Donna Bailey. "We know the need for services will increase over the next five to 15 years because of our aging population. We are going to be swamped with great demand."

Donna is one of a very small paid staff, but on weekdays, you'd think about 20 people work in the Home Support office next to the Drag River

in Haliburton village. It's bustling with activity, as volunteers, staff and clients come and go.

One of Haliburton Home Support's most popular core services is Meals on Wheels. "It's a lot better having someone bring a meal to you," says Agnes Borthwick, a feisty 90-year-old who lives on her own in Haliburton village. "One day I was chopping some onion and boiling a potato for dinner, and said to myself, 'This is silly.' Now that I'm getting meals delivered, it's a whole lot better."

Agnes left her native Stirlingshire, Scotland in 1930 to come to Canada. She worked as a bookkeeper in Toronto for many years and also as a nursemaid in the southern United States. But she found that she was happiest in Haliburton. "It's the greatest place," she says, as she shares lunch with a couple of visitors. "It reminds me of Scotland, and the people here are very straightforward with you too, like they are in Scotland." When she talks about meeting the Prince of Wales "during the war," and that "he was so young, so shy," it takes a moment to realize that she means the First World War, and she's definitely not talking about Prince Charles. In fact the young man was the future Edward VIII, who abdicated the throne in 1938. "It still makes me sorry to think about that," says Agnes a half-century later.

**H**aliburton seems to attract those with a sense of adventure. Forty years ago in Toronto, Elsie Bursey had a phone call from her husband, who was in a great state of excitement: "Kid, how would you like to own a lodge?" He had heard about a small resort for sale on Hall's Lake in the northwest corner of Haliburton. "We both really liked people," Elsie says, and the next summer she found herself taking care of up to 12 guests at a time in resort country.

Elsie recalls lodge life in the '40s: "In those days, the minimum booking was for two weeks. It was completely different then, much harder to get to. Families would come and stay at the lodge for two weeks or a month. Later it became just one week, then just a weekend." By the time she retired, Elsie had up to 45 guests at one time.

Now 78 and recently returned from a trip to Australia, she is very active as a volunteer with Home Support. She was president of the board of directors five years ago and cheerfully says, "I've been on just about every committee that's going."



*Four of Haliburton County Home Support Services' many active people (left to right): volunteers Elsie Bursey and Alex McLeod, executive director Donna Bailey and board president Adele Barnes.*



At the moment, Elsie is putting the finishing touches to a slide show that's designed to drum up financial donations and entice new volunteers to Haliburton Home Support.

"Some of these seniors have so much energy and pep, it's hard to keep up," says Donna Bailey. "It's very satisfying, working with such a dynamic, highly skilled group of volunteers."

Public relations and fundraising are both key parts of Donna's job as executive director. Haliburton Home Support gets 70 per cent of its funds from the Ministry of Community and Social Services. Other money comes from user fees, church groups, the Trillium Foundation and other levels of government, but staff and volunteers are actively involved in fundraising events such as yard sales to make up any shortfall. Public events are also a good way to publicize Home Support programs.

**A**t a recent seminar sponsored by a New Horizons grant, key volunteers were asked what they need to know to do their job better. Ideas were flying fast:

"I'd like to know how to persuade somebody to be a volunteer."

"We need more volunteer drivers in our area. The ones we've had have gone south or they need a driver themselves now."

"We've got a tremendous need for recruiting people for Friendly Visiting and Fone-A-Friend."

"I'd like to know more about car



*Rugged countryside, a low population density and a high proportion of seniors all have an effect on the social service needs in Haliburton County. This is the view from a lookout above Haliburton village.*

insurance for volunteer drivers."

And there were testimonials to the value of Home Support services:

"One lady who I delivered a meal to had a lunch ready for me. She was just lonely and wanted to eat lunch with someone."

"I had someone tell me, 'You saved my life a couple of times last summer.' That's what Friendly Visiting can do."

"What do we tell people to do if they get stranded on a back road somewhere? We need to teach volunteer drivers more than just driving skills."

The last comment comes from Alex McLeod, who lives near Haliburton village on Lake Kashagawigamog (say *that* quickly six times). He retired to the area five years ago; as a golfer, he loves it, because there's a course next door. His volunteer work with Home Support, as convenor of social recreation, fits right into his interests.

When asked how he thinks he'll be able to cope with lakeside life in later years, he replies, "Frankly, I've never really thought about it. I suppose that as long as either my wife or I can drive, we'll have no problem. Our place is on a school-bus route, so it's always plowed in the winter."

After a few moments of reflection, he adds, "One of the great things about being a volunteer for Home Support is that it makes you aware of all the ways it can eventually help you."

Adele Barnes, board president, nods in agreement. "It's almost a foregone conclusion that you'll need some of the services yourself as you get older," she says.

**T**he name Doris McCann always comes up when people talk about the beginnings of Haliburton Home Support, back in 1979. Doris was a public health nurse from Scarborough who retired to Haliburton, where she saw a great need for a home support organization. Alan Cavell, a program supervisor in the ministry's Peterborough Area Office who has worked with Haliburton Home Support since its early days, recalls that Doris became a senior volunteer with a vengeance. "She probably worked 35 hours a week as a volunteer for a year, laying the groundwork for the organization. Haliburton Home Support Services really wouldn't have come about without her involvement."

"It started out as a real grassroots thing," Alan continues. "The idea was that since it was based in Haliburton, people wouldn't have to go outside for services any more."

As well as Home Support Services for people still able to live at home, Haliburton is now served with one home for the aged and a nursing home, both with about 60 beds. Along with the highest percentage of seniors in Ontario, Haliburton County also has the second-lowest per-capita income, Alan says. "It's a combination of low resources and a high need."

There's a lot to be done, but the 400 troops from Haliburton Home Support Services give every impression of being up to the demands. And the 1,200 people they help would be the first to agree. ●

*Robert A. Miller is the editor-in-chief of Dialogue.*



*Agnes Borthwick, 90, sits down to a Meals on Wheels lunch at her Haliburton home.*



# A place to call their own

*A unique program in Grimsby offers developmentally handicapped seniors companionship and fun in their retirement years*

Story and photos by Julia Naczynski

**I**t's an unfortunate fact of life: the elderly are often lonely.

Being socially isolated can be a problem for older people. It's difficult to get out and be with others—doubly so if you are retired from a job or activities that once occupied most of your time.

How much harder it must be, then, for adults with developmental handicaps who have reached retirement age.

Having a handicap is in itself isolating; when you've reached the point when vocational programs are too tiring or no longer appropriate, what do you do?

The Grimsby/Lincoln and District Association for Community Living is addressing this need with an innovative day program designed expressly for older adults with developmental handicaps.

"This is the first program we know of that was established for this purpose," says Margaret Matsumoto, support services manager for the association.

Housed in a grade-school-turned-community-centre just outside Grimsby, the day program provides 27 participants with a welcoming place to go five days a week.

The seniors—many of whom are coping with deteriorating conditions such as Alzheimer's, osteoporosis, cerebral palsy, brain damage and physical handicaps as well as a

developmental handicap—mostly live in the association's group or foster homes. Many are retired or semi-retired from jobs with ARC Industries.

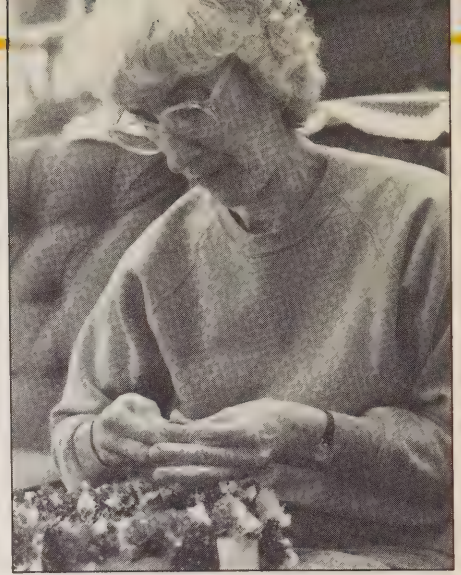
"Most of them say they're not ready for rocking chairs yet," says supervisor Karen Hughes.

The program is funded by the Ministry of Community and Social Services with no fees to the seniors. (A handful of participants live in homes for special care and have their way paid by the Ministry of Health.) Many had lived for years in Schedule I and II facilities (facilities either directly operated by the ministry or funded by it).

"Look at that lady," says Karen, nodding to one of the older seniors who's busily hooking a rug. "She moved out of an institution to a group home a few years ago. Can you imagine moving out of an institution at the age of 75?"

**T**his particular morning is a quiet one at Calder Community Centre, where the program operates. Although the day has just begun, many of the more active seniors are already out on a trip to the Men-nonite farmer's market in Waterloo.

Those who have chosen not to go along on the trip are working on crafts, or playing board games ("We've got some real chess and checkers champions here," says



*Doreen Forbes is absorbed in creating a wreath.*

Karen) or just dozing in the sunny activities room.

And that's the whole point: here, the seniors can just *be*; they don't have to *do*.

"If you're familiar with services to people with developmental handicaps, you know they've been involved in life-long programming," observes Margaret. For many of the participants, day-to-day life at Calder is the first experience they've had with unstructured time and the freedom to make choices about what to do with their time.

Some are constantly on the go with an enviable array of outings. One typical day trip took a group to nearby Hamilton to see the annual chrysanthemum show at Gage Park. Another group went to the Royal Winter Fair in Toronto. The schedule of recent outings included a crafts fair in Toronto, a trip to see the Festival of Lights in Niagara Falls and a foray to the local bingo hall.

"A lot choose not to leave the building at all," says Karen. "Some have never gone on any outings. And that's okay; it's enough for them to *be* here."

For many of the seniors, the appeal of the program is the companionship of others and sharing everyday activities. Some of the seniors are kitchen wizards whose favourite activities focus on cooking and baking.

"There's one lady who's not here today I wish you could meet," says Karen. "She usually takes over the kitchen and tells the staff what to do. She taught me how to use the dishwasher, since I didn't have one at home and didn't know how to run it."

During the three summers the program has been running, the seniors have cultivated a large garden



*Joan Scott is greeted with a kiss by canine visitor Ishi (Japanese for "Pebbles"), held by day program supervisor Karen Hughes.*



adjacent to the community centre, harvested the fruit and vegetables and turned them into preserves. Their jams were a big-demand item at the annual Beamsville Strawberry Festival, while a bumper crop of tomatoes provided the main ingredient at a spaghetti supper they planned and cooked for themselves this summer.

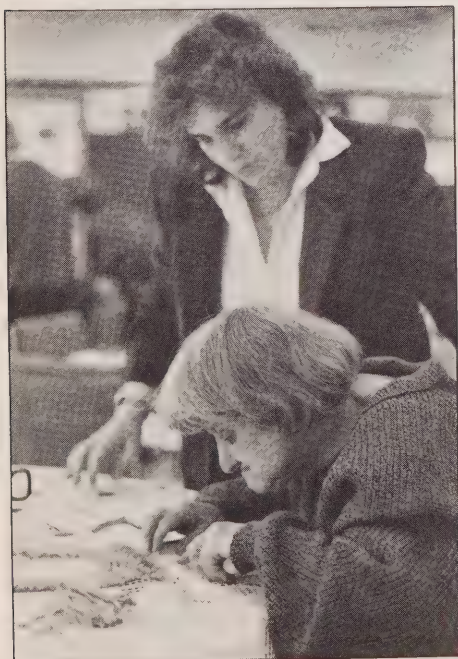
At Christmastime, they were paid to bake the desserts for the association staff dinner and association client party.

Some people thought that the lack of heavily-structured programming meant the participants would simply sit around all day, says Karen. "They said our people wouldn't be motivated to do anything. But as you can see, that isn't a problem. They let us know what they want to do."

**T**he day program came into being in 1986 after some of the older employees at ARC Industries complained that the vocational programs were becoming too much for them. "It was too noisy, they didn't like the music, they didn't like the food," Margaret says, ticking off the items on her fingers.

A study was done that found there was a real need for a more relaxed and age-appropriate environment for older developmentally handicapped adults who lived within the association's catchment area in southern Ontario.

The municipal department of parks and recreation donated the use of three rooms at Calder Community Centre; there were no start-up costs involving ministry funds.



*Karen Hughes joins in Jean McCrae's crafts project of the day.*



*Evelyn Holland makes her move during a checkers game.*

"We started with nothing," says Margaret. Association staff scrounged for kitchen and recreation equipment at garage and yard sales and flea markets. "The rest was beg, borrow and steal."

The first year's budget was \$64,000 and of that, \$25,000 had to go toward transportation costs to get the seniors to and from the centre. "This is a rural community and since there's no bus service at all, you have to accept the cost of transportation," says Margaret. (Participants now contribute toward the cost of their own transportation; it is the only cost to them.)

The community is now aware of the program and donations have helped greatly. Employees at a local GM plant, for example, contributed a sum equal to a month's worth of coffee breaks; the amount was sufficient to help purchase a computer for the office.

Some other technological gadgets that help with day-to-day life at the program include a Handi-Voice for seniors who have no speech, such as those affected by cerebral palsy, and a device called a stair track. This device, called a Portalac, is essentially a wheelchair that climbs stairs. Instead of tires, it has a looped track similar to those on earthmovers and bulldozers, which grips the stairs as it descends or ascends. "It's a great alternative to putting in an elevator, which can cost you \$50,000," says Karen.

None of the seniors uses a wheelchair at the moment, but because the centre is not accessible, Margaret and Karen anticipate a move to a new location within the next year or so.

Since the program began, five participants have died. "We remain involved to the end," Margaret

emphasizes. Staff visit the hospitalized senior as part of the outreach component of the program.

Palliative care and bereavement counselling are important to those who are dying and to those who are left behind. "Some of our seniors are very aware of death," says Margaret. When one of the seniors passes away, staff display a photograph of the deceased and encourage the survivors to talk about what has happened.

There is also a spiritual component to the program which involves the community's spiritual development committee. About a half-dozen different denominations are involved. Every second Tuesday, a long-time association volunteer who works with the committee comes to the centre, and events such as services and readings are held for those who wish to participate.

**T**he day program is run with just three regular staff. Additional staffing has come from job-experience programs such as the Social Services Employment Program (SSEP), FUTURES and other programs under the Office for Senior Citizens Affairs and the Ministry of Health.

"The per-diem rate is very low and very cost-effective," Margaret says with pride. The cost is only \$15 per day per person, or less than \$3,000 per person per year.

And it is rapidly becoming a model for other community living associations. Margaret and Karen give at least two tours a month to representatives interested in how the Grimsby/Lincoln association formed the program.

It is a happy and pleasant place to be—all that one could wish for in the retirement years. ●



# Help at home

*Home Support Services in Prescott keeps two workers on the go helping seniors with day-to-day living*

by Elizabeth Marsh

If you'd like to have your laundry done, your hair shampooed or gladiola transplanted cheerfully and promptly and for a very nominal fee, just call Rosemary Keeler or Colleen Rouse.

Of course, there are a few conditions. You must live within the town limits of Prescott, Ontario, and you must be 65 or better, though you may qualify for their service at a younger age if you have a physical or mental handicap.

Rosemary and Colleen are home support workers for the Town of Prescott, reporting to the town's administrator of community and social services, Lorne Watling. Rosemary has been on the job since 1979, Colleen for the past three years, and, impossible as it seems, the two of them serve a roster of between 325 and 350 clients.

That's because Prescott numbers a high percentage of older and retired people among its population of

approximately 4,600. People who were born here tend to return to enjoy their sunset years; three senior citizens' buildings operate at near-capacity. As well, many seniors live independently in their own homes, with a little help from such local services as Home Support, which is believed to be the oldest home support program of its kind in the province (it's been operating since 1977).

The job description for home support workers calls for an ability to carry out "light housekeeping, small home repairs and maintenance, visitation, transportation, shopping, laundry, mail, banking and where possible, personal items."

In the line of duty, Rosemary has repaired vacuum cleaners, air conditioners and radios, created replacement pieces for a jigsaw puzzle, cooked roasts to make up TV dinners, purchased Christmas trees, repotted

plants. She and Colleen will vacuum, dust, do laundry, clean bathtubs and cupboards and defrost refrigerators. In a pinch they'll even shovel snow, though strictly speaking, this isn't on their list. In summer a student helps out with grass-cutting and yard work. For all these chores, the client is charged a fee of \$1.50 an hour.

Home support workers never know what task they may be asked to do. "Sometimes a situation can become really comical," Rosemary says, recalling a struggle to help a woman with her arm in a cast get into her undergarments, "but of course you can't laugh at the time." Both women are rather relieved that they are no longer allowed to help a client into the bathtub, though they may be called upon to stay nearby and supervise the bath.

**"You have to remember that a lot of people don't see anyone but us... Sometimes we're their only contact with the outside world."**

A large part of the job is providing transportation, driving clients to appointments with doctors, clinics or one of the hospitals in Brockville, some 22 kilometres away. Another frequent request is for transportation to shopping, either at the local shopping centre or in Brockville. Sometimes medical appointments and shopping expeditions to the larger centre can be combined.

One typical afternoon included a visit to the post office to mail a parcel, cashing a cheque at the bank, filling a prescription at the drugstore, choosing knitting wool for a grandchild's sweater at the wool shop and picking up groceries at the supermarket. Some clients are eager to come along and do their own errands, others, unable to leave home, simply give the workers a shopping list and money to pay for the various items.

If a client has requested a drive to Brockville (a trip which will cost him or her \$5), two or three others may be invited to come along for the outing without charge. The extra passengers may visit friends in the hospital or nursing home there, or do a bit of shopping if the location is convenient. Those who ride free adapt their plans to suit those of the paying client.

Rosemary and Colleen drive their



*Rosemary Keeler and Colleen Rouse confer in the Home Support Services office.*





Colleen takes charge of the shopping cart as client Florence Clarke and Rosemary select fruit at the grocery store.

Photo by Jack Chiang for Canapress

own cars, and their clients expect them to keep appointments faithfully, whatever the weather.

"After a snowstorm, I've had to leave my car in my driveway and walk to someone's house if they were booked for cleaning or other chores," says Rosemary, "but we very seldom cancel. We run if it's at all possible to get through."

Some clients have regularly-scheduled appointments, others book by phone only when they need service. Colleen or Rosemary call back to confirm the appointment and enter the name, time and commitment on the office schedule. Each woman carries a copy of the day's schedule in her car.

It's a simple system that works very well, though both women confess to occasional lapses of memory in the past when they have temporarily forgotten to pick up a client after a downtown appointment. Once in a while too, a client decides to walk home on her own without telling her driver, and this can cause momentary panic. But such slip-ups are few and quickly corrected. "We've never really lost anyone," smiles Colleen.

She enjoys her job: "I like dealing with elderly people and find it rewarding. The nice ones outnumber the cranky ones."

"We do have a few crusty clients," Rosemary agrees, "but you try to work around them. You have to remember that a lot of people don't see anyone but us. Their families don't come to see them. The neighbour next door may not bother with them. Sometimes we're their only contact with the outside world."

Colleen and Rosemary begin work at 8:30 a.m. and finish at 4:30 p.m. with an hour for lunch. They have had to be firm about refusing client phone calls at home, otherwise their precious lunch hour would be taken up with lonely ladies calling to chat.

They smile about the small ploys clients use to prolong visits from home support workers. One will make a two-hour appointment for cleaning and then invite the worker to sit and have tea and chat instead. Another house-bound woman insists on dictating her grocery list instead of writing it out, which effectively lengthens the call.

Sometimes a senior will decide to do every errand on her list herself instead of letting her driver share the legwork. Another may arrange for a drive to do one specific errand, and then without warning, request three or four extra stops. Colleen and Rosemary patiently squeeze the added tasks into their schedule. They're resigned to always running a little behind.

Almost all their clients are women, and each worker may see from four to 13 in a day, depending on how long the tasks take. Some of the older people move so slowly that even the trip from door to car can be a long process, and on a cold winter day it can seem endless.

"But whatever happens, you got to present a cheerful smiling face," says Rosemary.

She has been taking night courses working toward a rehabilitation worker diploma, and her studies in psychology and behavioural science give her insight into clients' moods and actions. "A lot of our people are depressed and this shows up in health and behaviour problems. Our attitudes can make a lot of difference to them. You can't go in with a down look."

Rosemary hopes to complete her diploma course and move on to work as a counsellor with psychiatric patients, or perhaps in the school system. Colleen plans to carry on with her present work.

And that's fortunate for the people of Prescott. It will be no easy task to replace either partner in this remarkable two-person home support team. ●

*Elizabeth Marsh is a writer with the ministry's Communications and Marketing Branch.*



# Building bridges: the community development worker

*Calling in a local "specialist" helped Haldimand-Norfolk pull its home support services together*

Story and photo by Dave Rudan

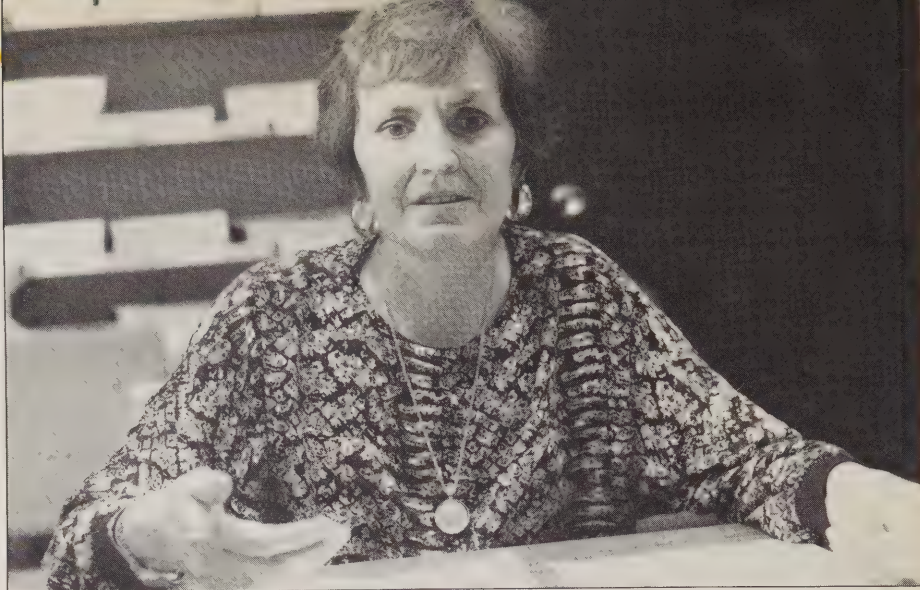
In 1972, the Committee on Government Productivity (COGP) was involved in a massive mix-'n'-match exercise with the departments and offices of the Ontario government and came up with a new organism called "the ministry." Part of the exercise involved combining community programs with social service departments; they named the creation the Ministry of Community and Social Services.

An entire division was established with a community development focus; yet, 17 years later, when the need for community development expertise has never been greater, you'll be hard-pressed to find anyone in the ministry who would be able to rhyme off the litany of metamorphic events that moved community development personnel throughout the Ontario government. Consequently, Area Office staff have become resourceful in the search for community development expertise within their jurisdictions.

Enter the community development worker.

"In our area, Catholic Social Services has a good track record for building bridges, especially with small rural agencies," says Gail Ure, community programs manager in the London Area Office, explaining one strategy the office employs. An agency with this type of reputation should have the expertise and personnel to help communities to build their own resources.

In Gail's opinion, a good community development person is a listener; a consensus builder; a person who has a "quiet respect" for the people they are working with; and a person who is recognized by other professionals. Such a person



*Moira Elsley*

is Moira Elsley, whose services were obtained through a contractual arrangement with Catholic Social Services in February 1988.

Moira's role was to assist the agencies of Haldimand-Norfolk to expand the home support programs in the regional municipality.

The project was an easy one, according to Moira.

With an elderly population two per cent larger than the provincial average, Haldimand-Norfolk service providers were open to the idea of an umbrella organization that would be able to co-ordinate existing resources, and have the ability to negotiate new ones.

Saul Alinsky, the radical, but very successful, American community organizer of the 1960s, was totally frustrated when some of the native communities in northwestern Ontario hired him to strengthen their bargaining position with Ottawa. He was never able to achieve a consensus among the bands, and resigned.

Before his death, Alinsky was considered to be one of the best, but the professional criminologist never intended to become a community organizer.

Nor did Moira Elsley. Her career evolved, she says, because of "guilt."

In 1969 she was what the naive would refer to as "an ordinary housewife": a homemaker with a high-school education, raising five youngsters in the small Lambton County community of Petrolia.

"Community development" wasn't even in her vocabulary.

"I was a supermom," Moira says in reflection. She was a person committed to her family.

Then an elderly neighbour, living

alone, fell and broke his hip. "We lived on the same side of the street, so we couldn't see whether his lights were on, or not.

"He died and I felt so guilty that I hadn't done anything," says Moira, describing her motivation in contacting four other women and starting Petrolia's first program of home support for senior citizens, from out of her house.

After a year, all the other women dropped out, but Moira persisted in volunteering her time on behalf of the elderly of Lambton County for the next 6½ years.

With the support of her family, Moira found the time to focus on her own academic development during the expansion of the Lambton home support program. She went to university, acquired the degrees prospective employers love to see in résumés, but her credibility as a sensitive, understanding builder of support services had already been established.

In 1973, Moira became directly involved with the ministry when the Homes for the Aged, Office on Aging Branch was searching for opportunities for home support pilot projects in the province.

"She was single-minded and went all out," says Dick Fleming from his Kingston office, recalling the 27 provincial projects he co-ordinated as project officer (he is now program supervisor of seniors' programs) and Moira's involvement in particular.

In January 1988, the Simcoe group was incorporated and a \$162,544 ministry grant established the Haldimand-Norfolk Co-ordinated Home Support program as a new agency, located in Townsend, north-east of Simcoe. "Jim Hignett started the ball rolling down here," says



Moira, referring to the London program supervisor's close involvement with the district health council in Simcoe.

Having worked with ministry staff like Walt Chmiel, Mike Jarvis and Dick Fleming since 1973, Moira has an inside track on how the ministry likes to work.

"If they see everyone is working together, they (MCSS) consider the project... Haldimand-Norfolk has an opportunity to be in on the ground floor in this new decentralized approach," Moira commented in a news story published in the *Simcoe Reformer*, the local daily newspaper.

By November, the project was two months ahead of schedule. The objectives were clear, there were no vested interests, and the demographics, geography and political agenda were consistent throughout the region. "All I did was to help people pull it together," says Moira.

The four home support services in the area were prepared to work together and to lose some of their autonomy, so that programs such as transportation could be co-ordinated and expanded. Today, they reach more than 15,000 senior citizens in Haldimand-Norfolk.

The work that Moira did in Haldimand-Norfolk went smoothly because the regional municipality had few services; it was a "have-not" situation. She has no such illusions about the "have" communities. "They are going to be the difficult ones."

The difficulty isn't because well-established agencies are against expanded programs, but there is concern about how the programs will be developed, the quality of the new services, and the agency's potential loss of status and position in the community.

Moira is not concerned about gloomy predictions that the funding of community services for the elderly will not keep pace with the demands of an aging population.

"Seniors are prepared to pay a reasonable fee-for-service... it maintains their sense of dignity and independence." Moira also has confidence that in time the "difficult" communities will achieve consensus, especially if the consumers are directly involved, and the community development specialist is truly a catalyst.

## Many options in child care, conference participants told

The corporate world will have to make child care its business if it wants to attract and keep the best employees, says a consultant in child care.

In a dwindling labour force, corporations are coming to the realization that they can't afford to lose employees—among them, parents who are having difficulty coping with the care of their children, Karen Liberman told participants in a workshop at *Managing Child Care Into the 'Nineties*. The conference was sponsored by the Ministry of Community and Social Services and held in December in Toronto.

Karen is president of Families That Work Inc and Childcare Advisory Line Ltd. She works with businesses and corporations interested in non-profit child care, and told workshop participants that the hardest part of her job is convincing employers that child care is an issue for them.

"They'll tell me 'We're in the business of building cars, not in the business of day care.' I tell them they're in the business of getting and keeping the best people, and child care is part of the answer," said Karen.

She often tells skeptical employers, "Before you consider what it will cost you to put in child care, consider what it's costing you not to." Factors such as absenteeism and loss of productivity are influenced by child care, she said. A parent who is worrying about a child is not as productive as one who is secure in the knowledge that the child is well looked after, she said.

Corporate Canada must accept the inevitability of change, said Karen. "June and Ward Cleaver (a father who works and a mother at home) just don't exist anymore." (Note: about 16 per cent of Canadian families still fit this description.)

Karen said corporations don't realize that putting in a worksite child care centre is not the only option they have in helping employees with child care issues. "Many corporations are not ready to bite that bullet," she acknowledged. Other options can include providing financial assistance to parents to pay for child care; policies and work arrangements that allow for sick days, flexible hours and job sharing; or a referral service that provides



### Child Care

parents with information on available child care.

In certain situations, it may be cheaper to put in a child care centre than to lose even one employee, said Karen. One corporation did just that when it found that it literally could not afford to lose a valuable female employee who needed child care if she was to continue working, she said.

Child care can provide many attractive benefits to business, including contributing to company loyalty and the corporate image, increasing productivity and morale and improving recruitment and employee retention, said Karen. "The question is not *whether* we will move on child care, but *when* and *how*."

A workshop by Doug Jackson, executive director of the Waterloo Region Social Resources Council, confirmed the changing face of the workforce. In 55 per cent of husband-wife families with children, both partners are employed, he said. One study showed that many respondents are rejecting career opportunities because of child care problems: 47 per cent said they had to turn down overtime, 32 per cent could not take advantage of training, and travel was out of the question for 35 per cent of the respondents.

More than 200 ministry staff from throughout the province attended the three-day conference. The workshops were organized around three themes, or "tracks:" Child Care as a Community Service, Strengthening the Community and Quality Child Care. Workshops included such topics as conflict resolution, assessing the community's need for child care, school-age child care and multi-service programming. ●

Dave Rudan is a communications co-ordinator with the ministry's Communications and Marketing Branch.



# Step into the work world

***"Integrated employment" gives people with developmental handicaps the chance to earn a paycheque—and increase their self-esteem***

Story and photo by Joan Eastman

**T**he opportunity to work at a "real" job—to be employed in the regular workforce for a wage—is part of the province-wide trend away from sheltered workshops and toward integrated employment.

One place that offers this opportunity is Southwestern Regional Centre (SRC). Residents with vocational ability may now work at regular jobs alongside non-handicapped employees and earn a wage.

For example, there's Peggy Martin, an SRC resident who works as a kennel caretaker at AnndenBrae Kennels near Erie Beach.

"Peggy is a great help!" says Vivian Bowden of AnndenBrae. Peggy is a cheerful worker who serves coffee and cookies to guests at break time. As a kennel caretaker, she enjoys sweeping and taking the dogs out for walks.

Down the highway in Blenheim, Roger Chartrand and Kevin Sinclair do seasonal work for Glazier Canning Co. Ltd., preparing cartons on the assembly line and loading trucks. "They filled in and did the job satisfactorily," notes Violet Glazier, president of the company. "I'll definitely be calling them back."

"They're actually better than the high school kids," agrees Glazier employee John Rance. "Those ones only stay a couple of days and then they're gone."

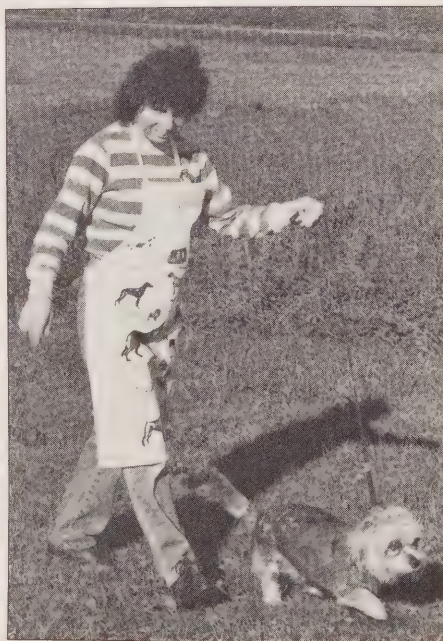
The advantages of integrated employment make it attractive to employers, says Cindy Huffman, acting co-ordinator of rehabilitation services at SRC. "Our clients are interested and willing to work. They are proud of their positions and achievements. Our clients value their jobs, and employers can feel confident knowing our people are dependable and reliable."

About 90 per cent of training of people with developmental handicaps takes place in Ontario's 265 sheltered workshops, such as ARC Industries. Yet, sheltered workshops may be counter-productive for some clients, because they deny the right to employee status and fail to move

significant numbers of people into employment, says Bernard Berger, president of the Ontario Rehabilitation and Work Council. ORWC is a non-profit organization that promotes a comprehensive vocational rehabilitation and employment delivery system for people with disabilities.

As a result of an unacceptably high unemployment rate in 1986—76,000 people with disabilities were on social assistance, an increase of 19 per cent in two years—the ministry introduced a strategy to provide meaningful work experience for people with disabilities. With *Project Opportunity: The Reform of Employment Training and Sheltered Employment in Ontario* (as the strategy is called), the ministry proposes to introduce new approaches to integrated work, extend the use of job-site training and create a broad network of voluntary job sites. Ultimately, it will move what has become essentially a one-dimensional workshop system into a multi-dimensional, community-based employment system.

To accomplish this, job coaches offer on-the-job training and support. Over time, the necessary supports are given by co-workers at the job site.



*Peggy Martin enjoys stepping out with canine clients.*

Richard Pimental, a noted international trainer of service managers and employers of people with disabilities, observes, "The number-one reason people with disabilities are not hired is that employers lack confidence to supervise them. Being able to make the employer feel comfortable with the disability is more important than the ability to do the job. The employer is as much a client of ours as our client (the person with a developmental handicap)."

A campaign by the ORWC to find employers has resulted in a list of about 70 large corporations—many of them major employers in Ontario—who have pledged their support. Employers have shown enthusiasm for the concept; for example, the idea of integrated employment had barely been explained by the SRC Community Services team to potential employers in the Kent County area when several readily offered jobs for four SRC residents.

**R**ehabilitation worker Vikki Brooks, who acts as a job coach, finds that employers are very co-operative. "They are understanding and supportive, going out of their way to fit our people in and make sure they are comfortable and happy."

The opportunity to do a real job for real wages accomplishes more than just putting money into the workers' pockets. For one, it is freeing up sheltered workshop spaces for others. As local associations and agencies for the developmentally handicapped move their capable workers into integrated employment, job openings are created in their workshops for those who are not suited for integrated employment. Presently, the waiting list for placement into sheltered workshops stretches into 1990.

Even more important, integrated employment is having a dramatic impact on the workers themselves, making them more self-confident. "I see subtle changes in them," observes Vikki. "Their self-esteem is higher. They recognize that they have more independence and that people trust them maybe a little more than they had anticipated."

"They feel better about themselves—and it's exciting to watch their growth." ●

*Joan Eastman is an information officer at Southwestern Regional Centre and a frequent contributor to Dialogue.*



# From lumberjack to VRS: Vic Lucas looks back

Story and photo by Dave Rudan

**I**t took a lot of persuasion to convince the compensation board that they should send a logger to university... especially a foreigner," said Vic Lucas, explaining how he eventually became a vocational rehabilitation counsellor more than 20 years ago.

In January, Dave Vice and the Hamilton Area Office threw a retirement party for their friend who is now heading a social service program for Lithuanians in Toronto. Vic was one of the few remaining counsellors who had worked for the old Vocational Rehabilitation Branch under Jack Amos.

It was a good background to build a career on, said Vic, referring to "alumni" such as Joe McReynolds, Murray Hamilton, Al Strang, Marilyn Stevenson and Shari Cunningham, to name a few.

The Lithuanian native never intended to come to Canada. He was happy taking a law program in preparation for the civil service. However, the Russian occupation spurred him on to use whatever means were available to get out of the country.

"Canada needed woodworkers," and in 1947 Vic found himself standing in the bush, outside of Longlac, in northern Ontario.

"I spoke no English, the fellow spoke only French. He said cut here, so I go in a circle and all the trees fall together like a tent."

Vic's face broke into a huge grin recalling how the northern Ontario crew chief assumed that he was dealing with an experienced woodcutter. "I never saw an axe in my life!" This ability to be imaginative and resourceful was one of the reasons why he enjoyed being a VRS counsellor.

But being a rehabilitation counsellor wasn't what the young Lucas had in mind in 1948. He wanted to make money.

He travelled south to Hamilton, but a stint inside an asbestos suit, working beside a steel mill blast furnace—in the middle of summer, yet—convinced Vic that "... it was too hot." He moved to Brantford and tried picking tobacco ("That real tough work too").

He heard that there was money to be made in the forests of British Columbia, and so he headed west. "We had no power saws like we have today," said Vic with the same sort of personal pride exuded by those who have served with elite military corps.

The rugged environment suited Vic's individualistic working nature until "... the mountain moved" and his right leg was crushed in a landslide.

He needed a new occupation and it took all of Vic's powers of persuasion to convince the rehabilitation counsellor to send a one-legged lumberjack to university. He won and in 1963 he moved back to Ontario with a degree in social anthropology.

**V**ic was initially hired by the provincial Attorney General's department as a probation officer for St. Catharines. One-and-a-half years later, Jack Amos, who directed vocational rehabilitation services for the Department of Public Welfare, thought Vic was prime material to be a VRS counsellor.

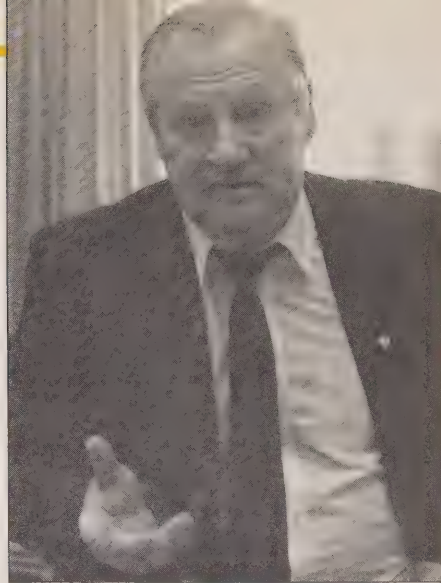
Vic spoke about his job as a "rehab" counsellor with the same pride as his lumberjacking days. It's the type of job that relies on the counsellor's ability to be creative and resourceful, and to work independently on behalf of each client.

"Joe McReynolds said that the Vocational Rehabilitation Act is the only positive act we have... Our act is definitely not black and white; it has lots of grey," said Vic, explaining the degree of flexibility he enjoyed as a VRS counsellor in order to design programs for his clients.

"Jack Amos used to say that if the act doesn't say 'no,' then it's okay to do it," he added with the same twinkle and grin he used when he related how he came to Canada.

"You know we were raided by the RCMP and OPP?" Vic was referring to an incident that took place in 1971 when his office was located in Brantford's city hall. "I couldn't believe it. They looked in the purses, filing cabinets, everywhere. They said that someone complained about drugs."

That was probably because



Vic Lucas

"80 per cent of my case load was because of drug addiction... you know, the flower generation. They'd light up right in the waiting room."

**D**uring the interview for this story, the telephone rang. It was the head of the local steelworkers union asking for background and advice about Amity-Goodwill Industries, the local workshop for disabled persons.

"It's very important for VRS to be involved with the unions. You don't get their co-operation, you don't get jobs for your clients."

"You have to get involved in the community... be an expert in everything—medical, types of employment, market research on where the jobs are going to be and when they'll disappear," he said, describing what background a counsellor needs.

"I've been around here 25 years and I'm still learning. If you don't know what you're talking about, your recommendations (for the client) are useless. You must know all the programs."

**T**oday's sophisticated technology has enabled VRS counsellors to provide services to severely disabled clients. Some 20 years ago, most of the physically disabled clients were polio victims referred by the March of Dimes, he said.

Vic lamented the loss of the Vocational Rehabilitation Branch because it provided direction and a training focus for counsellors across the province. Through the branch Vic was sent to Waterloo Lutheran (now Wilfrid Laurier University) for social work and later to New York City for background on medical restorations.

"Voc Rehab counsellors are special... our act gets people back to work," Vic said. ●



## A new way to learn about probation

**T**he gestation period was almost nine years, but the ministry's training program for probation officers appears to be meeting everyone's hopes for "a much improved program," according to Gerry Jackson.



Gerry Jackson

"There's a lot of excitement in the regions," says Gerry, because the program is designed to meet the needs of the field staff, rather than the needs of an organization or institution. The former Niagara Region probation supervisor has been seconded to Human Resources in Toronto, to implement the new training package that began last September.

University graduates are hired as Probation Officers 1 (PO-1), and they must complete a program of basic training in law and social work before they are eligible for promotion to the next classification.

Initially the training program consisted of two five-day sessions, with oral examinations at the end.

The current program is broken down into nine two-day units that are spaced over a period of two years. Dr. Sid Olyan, acting dean of social work at the University of Toronto, handles five units dealing

with social services, and four units in law are provided through Graham Parker, a professor at York University's Osgoode Hall. Successful candidates receive a certificate from York's Centre for Continuing Education.

"The program's portable; we can hold it anywhere in the province and candidates can enter the program at any point in the two-year cycle," says Gerry. After each two-day academic session, students are able to apply the new information to actual cases in their respective offices.

The program does not duplicate regional training programs. The format incorporates a mechanism for reviews so that new information can be introduced easily. It also includes periodic topical seminars. This is particularly useful to seasoned staff and supervisors who need briefings when there's a change in law or its application.

The ministry's probation programs employ about 220 officers; PO-1s make up about 10 to 15 per cent of the population, explains Gerry. All PO-1s in the ministry are eligible to apply for the program which is funded through the Human Resources Branch at Queen's Park.

Interested staff should contact their supervisors, he advises. ●

**Dave Rudan**

*MCSS Communications and Marketing Branch*

## A gift that gets them around



Doug Sutherland

**A**s part of its 30th anniversary, the International Order of Foresters (IOF) No. 1135 in London decided to adopt an old European custom of giving a gift, rather than receiving one. The organization decided to present new vans to three local groups, and one of the recipients was the Children's Psychiatric Research Institute (CPRI).

The multi-handicapped youngsters in the Pratten I Unit at CPRI now get about in the new van—equipped with air conditioning and the latest in wheelchair lifts—on community outings and appointments.

Shown in the photo, accompanying three of the Pratten I youngsters, are Maureen Fleming, Cindy Loubert and Elaine Dunn of the unit. ●

**Brenda Pilley**

*Volunteer services co-ordinator—CPRI, London*

## VRS counsellor receives Community Action Award

**K**athryn Drummond, a vocational rehabilitation services counsellor with the ministry's Toronto south east office, has been presented with a Community Action Award by the Ontario Office for Disabled Persons.

The awards honour the achievements of disabled persons and other individuals who have worked extensively with disabled people.

Kathryn was chosen to receive a Community Action Award for her ability to assist people with emotional, physical and intellectual disabilities. She shared her insight, experiences and optimism about her own disability in the National Film Board film, *The Impossible Takes A Little Longer*. (See the story about the film in the Summer 1988 issue of *Dialogue*.) She is also chairperson of the ministry's health and safety



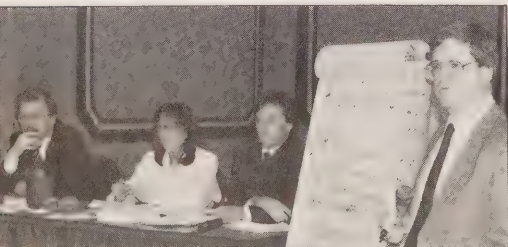
Kathryn Drummond

committee and helped found the Centre for Independent Living in Toronto.

Kathryn was nominated for the award by the pre-vocational department at the Toronto Rehabilitation Centre.

Kathryn was among 12 people to receive the award. Other recipients included marathon swimmer Vicki Keith of Kingston, who raised about \$500,000 for the aquatic wing of the Variety Village Sports Complex in Scarborough during her Great Lakes swim this past summer. ●

## SARC theme at VRS meeting



Social Assistance Review Committee chairman George Thomson, policy analyst Terese Weisberg and SARC adviser John Stapleton were panel members at a recent meeting of VRS managers in Toronto. Dave Vice of Hamilton's direct services office has the floor in the discussion.



# Aware Bear brings message of independence

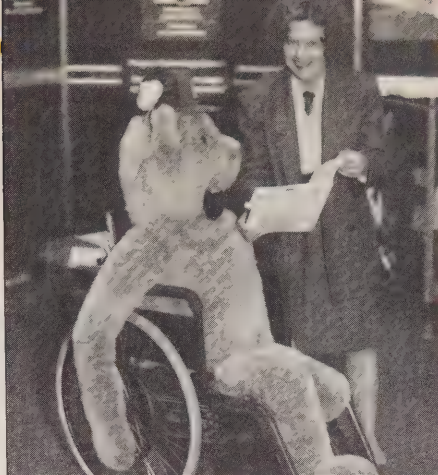
Taking a peek at a copy of *WINDOW on Technology* is Mr. Grizzly, the Aware Bear, who's getting a little help from Barbara Shearer of the ministry's Program Technology Branch.

The unusual pair were attending the *Community for Everyone* conference held in Kitchener-Waterloo in November. The purpose of the conference was to share information that will help people with disabilities participate in education, leisure and employment activities.

Part of the mandate of the Program Technology Branch is to identify new and emerging technologies that may be of use to ministry clients. By attending conferences, publishing *WINDOW on Technology* and working closely with other branches and ministries, branch staff encourage programs to incorporate technologies that promote independence.

Mr. Grizzly, the Aware Bear, is an ambassador for the Ontario Action Awareness Association—and an example of how technology can be used creatively to educate people about the abilities of people with disabilities.

Mr. Grizzly is a life-size robot who travels in a Fortress Scientific wheelchair. Operated by remote control, the bear can wheel among crowds



Canapress

and talk to passersby. While people stand fascinated by the bear, they are unaware of a young man standing off to one side, who is actually holding up Mr. Grizzly's end of the conversation.

Possessed with a somewhat raunchy sense of humour, Mr. Grizzly is able to communicate with both adults and children. People attracted by the bear, or fascinated by the technology that makes him run, stay on to learn what he has to say. Mr. Grizzly makes open references to being in a wheelchair, and people are able to ask questions about being disabled that they might hesitate to ask a person. ●

**Jean Bacon**  
Program Technology Branch

# Human Resources merger

Human Resources now comes under the jurisdiction of a single branch.

Human Resources Management and Staff Development Branch and the Human Resources Planning and Program Design Branch have merged to become, simply, the Human Resources Branch.

Timo Hytonen, who was director of the latter branch, is director of the new single unit.

The new branch will provide a single focus for human resources, staff development and related activities.

As a result of the merger, Janet McChesney becomes manager of Performance and Development. John Kirk becomes manager of Planning and Organizational Review, and Tod MacKellar's section is now called Policy and Initiatives.

The remaining human resources sections are as follows: Employee Relations, Tony Magee; Corporate Administration, Ted Blair; Employment Equity, Jan Anceovich. Mary Brittain recently resigned to accept a position with a regional school board. ●

# Here's to your health

The 1989 Federated Health Campaign has kicked off with an ambitious goal: to reach the million-dollar mark in donations.

This year's overall campaign goal is \$815,000, with \$1-million as a secondary target, says FHC chairperson Bernice Wilkinson.

And, with the Ministry of Community and Social Services acting as host ministry this year, it's hoped MCSS will lead the way among all provincial ministries in its fundraising efforts.

Payroll deduction is available for the first time with this year's campaign, "and we hope people will agree that it's the painless way to give to these very worthwhile health-related charities," says Bernice.

"Our goal is to have every employee pledge to give \$1 per week as a donation," says Bernice. "That's less than the cost of a cup of coffee and a muffin."

The campaign, which is limited to Ontario public service employees and retirees in the Metro Toronto, Oshawa, Whitby, Halton and Peel



Hugh Allen, campaign chairman for the Canadian Cancer Society, with Federated Health Campaign chairperson Bernice Wilkinson, who was presented with a plaque in appreciation of the FHC's contribution to the society. President Melynda Montgomery offers her congratulations.

regions, provides research funding for 11 health-related charities. The campaign, which began April 4, runs for four weeks, with closing ceremonies to be held May 2.

There will be a number of special events and fundraising efforts by participating ministries. This includes a raffle of super prizes. Tickets for the raffle will be on sale for two weeks only during the campaign. ●

## COMING UP

**May 4-6 5th Annual National Conference on Youth and Drugs, PRIDE (Parent Resources Institute for Drug Education).** Canada's largest conference on youth and drugs, with a focus on preventing drug use among youth. Location: Saskatoon. For information, contact PRIDE CANADA INC., College of Pharmacy, University of Saskatchewan, Saskatoon, Sask. S7N 0W0, or call toll-free 1-800-667-3747.

**June 21-23 4th Canadian Congress of Rehabilitation.** Location: Constellation Hotel, Toronto. Theme: Workers and Workplaces—Challenges and Innovations. Information: CRCO Congress Secretariat, Suite 2110, 1 Yonge Street, Toronto, M5E 1E5; Tel. (416) 862-0340; Fax (416) 865-1851.



### London duo learns the importance of CPR training

The first blizzard of the season made driving on Highway 401 treacherous. Cruising cautiously on their way back to the London Observation and Detention Centre, Greg Manning and Tracy Wilson saw trucks pulled off to the side of the highway.

"We should stop," said Greg.

A car had spun off into the ditch and as the two part-time staff approached the wrecked vehicle, they could see a man applying cardiopulmonary resuscitation (CPR) to a woman who was lying on her back in the snow. A person in the back of the wreck was receiving first-aid from another trucker.

"We know CPR," volunteered Greg.

The victim's face was covered in blood from severe facial wounds she sustained in the crash.

"Oh, my God, can I do this?" thought Tracy, recalling her first reactions. This was a *real* accident, not a training session with a



Dave Rudan

*Nurse Krystal Kewayosh explains the use of an 'airway' to Tracy Wilson. The device is used during CPR when it is believed that the victim's air passage has been damaged.*

mannequin.

For the next half-hour, Tracy and Greg alternated, kneeling in the snow, pressing their mouths to the victim's, blowing life-sustaining air into the unconscious woman's lungs. The laborious rhythm in the application of CPR was physically exhausting, recalled Tracy.

"Even though you may be physically ill yourself, you're taught not to stop... the adrenalin kept us going," she said. Police arrived with an ambulance and the victims were taken to hospital in Chatham.

They resumed their drive back to London, and Tracy now recalls her feelings as the impact of the incident set in. "I felt somewhat relieved knowing that I had done all that I could."

Later they learned that the woman had died. "I was very upset because I felt bonded to the person," said Tracy.

"I had never seen a serious car accident before. It taught me how precious life is. I urge everyone to take a CPR course and to keep taking refresher courses."

"It's like riding a bicycle... you go over and over it until it (the procedure) becomes first nature," advised Krystal Kewayosh, the facility's registered nurse who is responsible for CPR training.

To overcome natural instincts and to respond, as Tracy and Greg did, is a courageous act, said Krystal. ●

**Dave Rudan**

*MCSS Communications and Marketing Branch*

### Back to the future, inch by inch

It's happened *again*.

You've been shuffling some papers together to staple them into a nice, neat report, but they won't line up. Some are shorter and wider than others.

Once again, you've become a victim of the Metric Muddle—the result of using both metric and imperial-sized stationery.

This untidy-looking situation is going to end soon, when every Ontario government ministry converts all paper and stationery to imperial size. The familiar 8-1/2-inch by 11-inch sheet will reign supreme once again.

"We'd just like everyone to be aware of what we're doing," says George Tattle, manager of Purchasing and the person who is making sure the return to imperial is carried out throughout the ministry. "All you have to do is look in the General Services catalogue and you'll see that measurements are going back to imperial."

Metric first appeared in Canada in

1972, when it seemed that a general conversion to the metric standards of the International Standards Organization (ISO) was about to

occur. At that time, the government decided to convert from imperial measurement to metric.

However, the Standards Council of Canada rejected the use of the ISO metric standards in favour of Canadian national paper standards. Essentially, these are the old imperial measurements expressed in metric terms (called "soft conversion").

Why a return to imperial? It became apparent that although about 90 per cent of the countries in the world use the ISO metric standard for paper sizes, the Ontario government was the only user in the North American marketplace.

The result was that the government had to pay a premium to have standard products customized to



*George Tattle*

meet the ISO metric standards. "Suppliers were taking 11-by-14-inch paper and cutting it down to meet the specifications," says George—an expensive way to obtain the desired size.

It also meant that competition for government business was limited to vendors able and willing to customize production to meet the metric requirements.

As a result, the Management Board of Cabinet decided in early 1987 to phase out the ISO metric standards and phase in the Canadian national paper standards. Implementation is to be completed by December 31, 1991.

A committee of six, headed by George, has been overseeing the conversion of the ministry's manuals, forms, paper stock, publications, filing equipment and photocopiers to imperial. For example, forms that come up for revision or renewal are being converted to imperial sizes, while photocopiers are being supplied with both metric and imperial paper trays.

"The conversion will make life a lot easier and we'll be in line with everybody else," says George. ●





Ontario

Ministry of  
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# Dialogue



**Kids these days**

*From adolescent to adult*





Ministry of  
Community and  
Social Services

John R. Sweeney  
Minister  
Valerie A. Gibbons  
Deputy Minister

## dialogue

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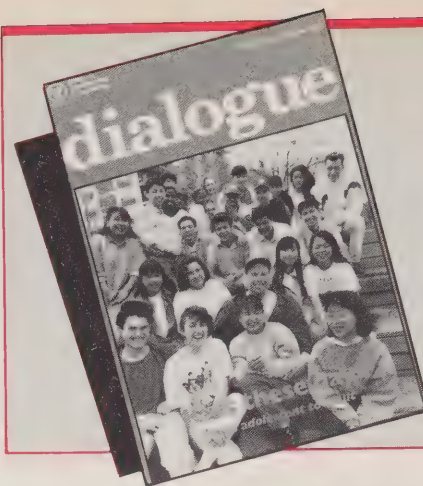
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ISSN 0710-8478



**COVER:** Teenagers still get by with a little help from their friends, as these students at Parkdale Collegiate Institute in Toronto prove. These teens, who are students of teacher Al Skeoch, were among those who celebrated Parkdale's 100th anniversary this year. See our story about growing up in the '80s on page 4. Photo by Brian Pickell.

## We welcome back Valerie Gibbons

**V**alerie A. Gibbons has returned to MCSS as Deputy Minister.

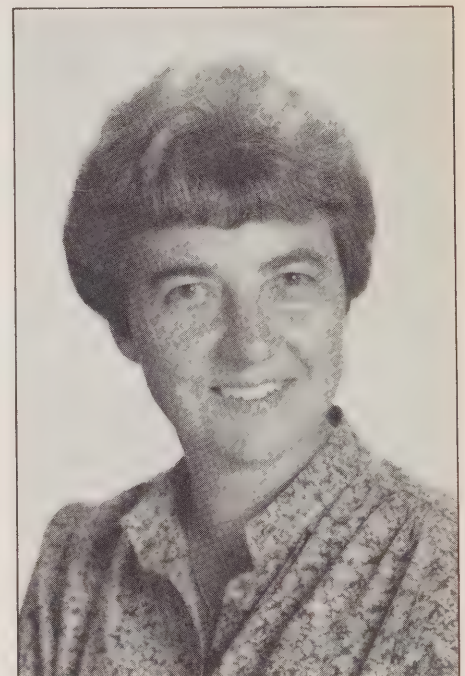
She replaces Peter Barnes, who became Deputy Minister with the Ministry of Industry, Trade and Technology in May.

Valerie began her career in the civil service in 1967 with the Ministry of Correctional Services. She was area administrator with responsibility for probation, aftercare, training schools and group homes.

In 1977, she joined MCSS and was appointed the North Region's regional director of children's services. This role was later expanded to include adults' and facilities' services and involved the management of 900 staff.

She became Executive Co-ordinator of the management policy division with Management Board Secretariat in 1983, where she was responsible for developing and recommending policies for the management of the Ontario Public Service. From this position she was appointed Deputy Provincial Secretary for Social Development, which was her first Deputy Minister posting.

She was then seconded as a special



*Valerie A. Gibbons*

adviser to the Minister Without Portfolio Responsible for Senior Citizens' Affairs.

In 1986 she joined the Ministry of Consumer and Commercial Relations as Deputy Minister. ●

## More money for workers, foster care

**W**ages for about 15,000 workers in community agencies will go up in September.

The \$88.8 million in new funding will be targeted to improve the rates for visiting homemakers; increase the incomes of workers who assist people with developmental disabilities and those who provide attendant care to people with physical disabilities; community staff working

with young offenders; and those who assist victims of family violence.

Minister John Sweeney also announced \$8 million for foster care. The funding includes the establishment of a \$14 minimum daily rate paid to foster parents, the improvement of support services and money to train foster parents responsible for difficult children. ●



# Reform for social assistance

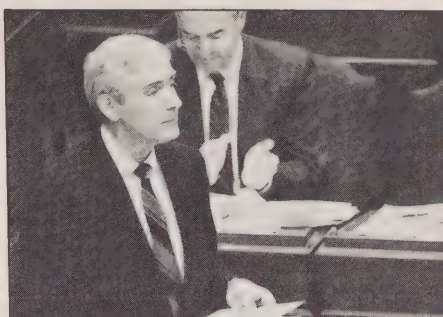
A \$415-million package of reforms to the social assistance system was announced by Minister John Sweeney on May 18.

The changes are designed to make the system simpler, improve benefits and help people who receive social assistance to become more economically independent.

The reforms are part of the ministry's \$4.97-billion budget for 1989-90, which is the second-largest in the Ontario government.

Some highlights from the reform package:

- Creation of a new, \$22-million Supports To Employment Program (STEP) which removes barriers to employment for social assistance recipients. STEP will provide recipients with financial incentives that encourage them to work, exempt child-care and other work-related expenses, and extend the "eligibility zone" for health benefits such as drug coverage so people will not lose benefits before they can afford to pay the cost themselves. Ontario Health Insurance Plan (OHIP) premiums will be eliminated for everyone in January.



*Minister John Sweeney*

- The 120-hour rule will be eliminated. Under this rule, recipients who worked lost many of their benefits if they worked more than 120 hours per month.
- There will be increases to benefits which help meet the cost of raising children and the cost of shelter. There will be a general increase of six per cent and higher shelter allowances, both as of January 1, 1990; and increased benefits for families with children, as of October 1 this year.
- There will be a \$54-million expansion of funding for additional employment support, training and work placement opportunities and an increase of \$8 million for addi-

tional literacy training.

- New benefit levels for children on Family Benefits recognize the differing costs of raising children at different ages by establishing two age categories (children 12 years and younger, and children 13 and older).

As Minister John Sweeney announced the reforms, he said, "I thank the Social Assistance Review Committee for its excellent work as well as the many individuals and groups who shared their thoughts with the review committee or communicated directly with me." ●

\*\*\*



## Building bridges

Ethno-cultural communities in Ontario will benefit from a new initiative between the Ministry of Citizenship and MCSS aimed at ensuring that social services are culturally responsive.

This will be accomplished through "bridging" initiatives, which will link mainstream service agencies (such as children's aid societies) with ethno-cultural groups through agreements. For example, a children's aid society could have an agreement with an immigrant women's centre to offer family counselling to southeast Asian families.

The initiatives can include all types of client services, including programs such as child and family intervention, community support services and home support for seniors.

Under the initiative, if a family service agency were to make an agreement with an ethnocultural organization, the necessary staff training and consultation fees could be funded through the bridging initiatives.

The first of the bridging initiatives will be organized in six areas where there are sizeable populations using languages other than English or French as the mother tongue. The MCSS area offices with responsibility for these initiatives are in Toronto, Mississauga, Barrie, Hamilton, Ottawa and Sudbury.

MCSS and Citizenship will spend \$3 million over four years to develop the program. ●

\*\*\*

## Group homes and property values



The presence of group homes in residential neighbourhoods has no measurable impact on property values.

So says a study conducted by researchers at the Queen Street Mental Health Centre in Toronto.

Three researchers—Katherine Boydell, Anna-Maria Pierri and John Trainor of QSMHC—conducted a literature review of nine different previous studies on group homes and property values. The studies, done between 1970 and 1984, covered group homes in the United States and in Ontario. They looked at a variety of group homes, including homes for ex-offenders and developmentally disabled people, halfway houses, mental health facilities and correctional group homes.

All nine studies found there was no conclusive effect on neighbourhood property values due to the presence of group homes.

The trio also prepared a case study to examine the effect of group homes for former psychiatric

patients on residential property values in both a city and suburban neighbourhood in Metropolitan Toronto.

The study found that the presence of the group homes in both neighbourhoods had no effect on the rate of property turnover, the mean selling price, the number of days houses were listed on the market or the actual selling price as a percentage of the asking price.

In fact, the researchers suggested, group homes may even provide an upgrading effect because such residences are often in better structural and physical condition than other homes in the surrounding area.

For more information, contact John Trainor at the QSMHC, 1001 Queen Street West, Toronto M6J 1H4 (tel. 416-535-8501). ●



# Kids these days

*Growing up is tougher than ever for teenagers, say those who know about adolescence in the '80s*

by Julia Naczynski

**S**yndicated columnist Ann Landers published a letter recently from a reader who complained that teenagers today have it easy compared to those who lived through the Great Depression of the 1930s.

In those days, "There wasn't enough food in the house... There were no jobs... Kids today don't know what it is to be hungry," wrote the reader. "They have it so much softer, it isn't even funny."

Ann replied that she couldn't agree with her reader's point of view. "The problems (today's teenagers) face are worse than poverty," she wrote. In fact, she said that growing up in the Depression "gave us motivation and survival skills that today's young people don't have. To put it another way, they have the disadvantage of too many advantages."

Today's teenagers must cope with the worst of society's problems, she said: nuclear weaponry, environmental disaster, high crime rates, drugs, AIDS and gang violence.

"I'm glad I have lived the greater part of my life," wrote Ann. "I wouldn't be 20 again for all the tea in Sri Lanka."

**I**s it tougher to be a teenager today than it was a generation ago? Yes... and no.

Kathleen Goldstrom is a career counsellor with York Career Counselling; Joseph Gates is currently on sabbatical as head of guidance for Runnymede Collegiate secondary school in the City of York.

"Being a teen is still being a teen," says Kathleen. "It's growing up, learning who you are and forging an identity."

Teens are pretty much the same as they ever were, says Kathleen, but "the society they live in is a very different one. It's a much scarier and more complicated society."

Kids are exposed to a lot of



Brian Pickell

*More than ever, young people today look to each other for support and a sense of identity.*

influences—many of them destructive—"that are more extreme than we were used to," says Kathleen.

Teenagers have always had to cope with change, but today, they also have to cope with the *speed* at which things change, Kathleen believes. They have to deal with a daunting array of choices, itself a bewildering task.

The selection of school subjects is one example. "After Grade 10, only English is compulsory," notes Kathleen. Making course selections can be confusing; without a clear destination or career in mind, "the difficulties are enormous."

**"Why can't they be like we were,**

**Perfect in every way?**

**What's the matter with kids today?"**

—from the 1960 musical "Bye Bye Birdie"

Kathleen also believes that coping with adolescence is made more difficult by the influence of the media. "Some teens are in conflict with what they see on videos and in movies. They're subjected to a lot of disturbing images and messages."

Joseph agrees. "They haven't got the experience to make sound judgments and values," he says. "They're exploited by the media."

Kathleen points to celebrities such as Madonna, Cher, Michael Jackson and Sylvester "Rambo" Stallone. "These are their heroes and the people they worship and the values they admire."

"There are very few examples to help young people learn how to behave responsibly," says Joseph. "They need to learn about accounta-

bility. "As adults and authority figures we've let our young people down by not being clear. They need clear roles and good models on how to be a good citizen."

At one time, says Joseph, the greatest influence on teenagers was their parents and the family unit; now, it's the mass media. Young people have become spectators passively watching the scene. "They don't get involved emotionally."

Kathleen notes that teens are coping with family breakdown, which is at an all-time high. (One recent study predicts that two out of three marriages will fail.)

"There are a lot of kids who don't have the parental support they need," she says. Parents—many of whom are both working, or perhaps single parents who may be holding down two jobs to make ends meet—are not involved with their children. "They don't come to Parents' Night at school. These kids are basically on their own."

Adds Kathleen: "Adolescents are still not adults. They need support, they need structure, they need boundaries. They need role models who are actually interested in what they're doing."

**L**inda Schuyler is the producer of *Degrassi Junior High*, which will be resurrected this fall as *Degrassi High*. The syndicated series, seen on the CBC and PBS networks, has been highly acclaimed for its realistic depiction of the trials and tribulations of adolescence. Recent episodes have dealt with teen pregnancy, shoplifting, and drug use at rock concerts.

Linda relies heavily on her eight years as a junior high school teacher to develop believable story lines.



"No issue is taboo," she says. "Any issue is fair game for our show, but we won't deal with it until we know our research is correct and the story line doesn't exploit or sensationalize the topic."

*Degrassi* viewers "have come to expect certain things of the show, and most of all they don't want us to lecture them," says Linda. "Our mandate is not to say, 'This is the right way of doing it.' Our goal is to provide as much information as we can so they're better informed to make decisions and choices in their own lives."

Most of the 52 cast members of the *Playing With Time* Repertory Company are non-professional actors. What's more, they play an important part in ensuring the plots are believable. "When a new script comes out, we go through a read-through in small groups and brainstorm," explains Linda. "We ask them, 'Is it realistic?' There's lots of opportunity for input."

**S**ue Johanson is a registered nurse who is known to thousands of teenagers through her Toronto radio phone-in program, *Sunday Night Sex Show*, her cable TV show, *Talking Sex* and most recently, the book *Talk Sex: Sue Tells It Like It Is*. All three frankly and non-judgmentally answer teenagers' questions about sex and relationships.

Sue says it is "infinitely harder" to be a teenager today. In particular, the pressure to engage in sex is tremendous. "In my day, you may have *wanted* to do it, but you didn't do it," she says. "I believed that if a boy touched my breast, there would be a hand-print there for life. No guy wanted to marry a girl who 'did it.' And that reputation stuck with you for life."

Today, though, young people become involved in sex "at a much younger age than we ever were," says Sue. A recent Queen's University study states that 85 per cent of teens say they have had sex by the time they graduate from high school.

Despite an early introduction to sex, teens are still woefully ignorant about the facts, says Sue. "They have an idea of the basics but they have a lot of misinformation." Many teens believe that you can contract AIDS by touching a telephone or

swimming in a pool used by an AIDS carrier. Others have asked her if you can prevent AIDS by douching with beer, gargling with whisky or pouring wine over the genitals.

"They don't know anyone who has it or who has tested positive for it, so they believe only gays and 'druggies' get it," says Sue. "Teenagers think they're invincible—and immortal."

**"A**dolescence is not always difficult for every kid; some breeze through it," says Fred Mathews, an adolescent psychologist with Central Toronto Youth Services, an agency that works with troubled teenagers. "It's not necessarily a time of upheaval and storm, but a lot of kids have a really hard time. But then, what life transition *is* easy?"

**"...a lot of kids have  
a really hard time.**

**But then, what life transition  
is easy?"**

Adolescence is quite different from what it was for the previous generation. Because of the economy, conservatism is rampant—quite unlike the liberalism of the '60s, notes Fred.

The '60s were a boom period in the economy, with lots of growth and money, he says. This allowed for expansion of social programs, more spending in the school system and the luxury of the pursuit of knowledge for its own sake.

Today, however, the economy is shrinking, and there are fewer and fewer good-paying jobs. Teenagers know they are facing a competitive workforce with many highly-skilled, experienced people who are also seeking the same few jobs. In a shrinking economy, there is a back-to-the-basics approach as teens prepare themselves for the work world instead of pursuing more philosophical studies that will help them better understand themselves.

"Adolescents are behind the population bulge," notes Fred. "They're behind the yuppies, who are the ones dictating the consumer culture. To get ahead, they (teens) know

they'll have to start working at it earlier."

This reality discourages some teens, who give up the struggle in the "rat race" before they even start. The '60s generation called them drop-outs; Fred calls them "disenfranchised" kids.

Some become part of a group of similarly disenfranchised teens who may rob and steal as a group. As Fred puts it, "They use unsanctioned means to obtain the trappings of adolescent culture they could otherwise not afford." Gangs may participate in "swarmings"—surrounding a victim and forcing him or her to hand over a leather jacket, jewelry or a coveted brand of shoes.

Fred notes that it isn't just disadvantaged teens who participate in gang behaviour and carry out swarmings or other criminal acts. Some are from well-to-do families and can afford the trappings of teen culture; they may come from a dysfunctional family and be deprived emotionally, or they may be seeking "extravagant sensations"—what used to be called "doing it for kicks."

"Being an adolescent today is very expensive," notes Fred. There is heavy emphasis on having the "right" clothes and hairstyle, listening to music or watching videos. For many teens who don't have the financial resources—those who may come from low-income families—it's impossible to participate in these facets of teen culture. They are the "have-nots" who are "wanna-haves," he says.

In addition, "gangs give a sense of meaning, of belonging, of family that they don't get at home," says Fred.

Teenagers, especially those just entering puberty, are "impressionable and highly susceptible to peer pressure," says Fred.

However, "parents are still the most powerful influence, although teenagers would never admit that."

Despite all this, the majority of kids are "the ones no one notices," says Fred. "They never get into trouble, they do what they're told, they grow up, get jobs, get married and have kids themselves." ●

*Julia Naczynski is the editor of Dialogue.*



# An alternative to court

*Alternative Measures offers young people a chance to learn from their mistakes—and avoid a criminal record*

by Elizabeth Marsh

The kids gathering in the meeting-room could have walked straight off the set of *DeGrassi Junior High*. Wind-breakers, stone-washed jeans, leather jackets, name-brand running shoes, slogans on sweatshirts. Ages ranging from 12 to 15. A variety of skin tones, white predominating. Four girls, one of them wearing a truly impressive amount of expertly-applied green eyeshadow.

Fourteen kids in an atmosphere of unnatural, uneasy quiet. All of them here to attend a workshop on shoplifting awareness. All of them enrolled in the Alternative Measures program.

Alternative Measures, or AM, is a Government of Ontario program available to a young person (under 18 years) who has been charged with a minor criminal offence. It's an alternative to having the case dealt with in youth court.

Eligibility for the Alternative Measures program requires: sworn information and an offence-report submitted by police, acknowledgement of responsibility by the young person and agreement to take part in "diversionary action." This may include paying for a stolen item or for damage done to property, completing a prescribed number of hours of community service work, or taking part in a group program.

If the young person carries out the AM program satisfactorily, charges will be dropped and he or she will not have a criminal record.

Since June 1988, the shoplifting awareness program has been one of the alternatives offered to young people in Etobicoke and North York who have been caught stealing from stores.

Developed and administered by Project D.A.R.E. Community Program staff, the program is delivered primarily by volunteers. Says Karen Duncan, co-ordinator of volunteer programs for Project

D.A.R.E.: "Each group we see is different. It's very exciting and satisfactory work."

Tonight's group in Etobicoke resonates with suppressed nervous tension. This is only their second session, and except for three pairs of buddies who were picked up shoplifting together, they don't know each other very well. All they have in common is being charged with "theft under \$1,000." So, there's no show of bravado. Everyone is a little off balance, not quite sure what to expect.

What they get is a brisk, no-nonsense approach from Karen, who calls each one cordially by name, but makes it clear that this is not a social occasion. These kids have made a commitment to be here and to be on time. She greets "Tim" with "You're late" in a tone that brooks no excuses. Tim slides sheepishly into the last empty chair and the evening gets under way.

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**If they fail to complete the requirements of their program, they'll wind up in youth court again, facing the original charges.**

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Last week they discussed the awareness program and what they expect to gain from it. Tonight they are to view an audio-visual presentation on shoplifting produced by the John Howard Society in Kitchener. Karen suggests that the young people compare their own experiences with that of "Robert Smith," the 15 year-old anti-hero of the piece.

As the video begins, Robert is stealing a music tape in a department store, gazing around with feigned innocence as he quickly tucks the package inside his jacket. Unfortunately for him, one

of the store security officers is equally alert. She accosts Robert just outside the door and states that he has taken property belonging to the store. At first Robert denies the theft, then he offers to pay for the tape, then he begs her not to call his parents.

The youngsters in the audience stir and shift as they identify with Robert. Like him, they flinch at the blunt words, "You're a thief. We can't trust you." Security officers and police officers are shown as fair but business-like. They tell Robert his rights and make sure he knows why he's under arrest.

There's more empathetic fidgeting when Robert's mother arrives. Robert wants his mother there, to help him escape from this nightmare situation, but he's too embarrassed to meet her eyes. He shares her shock and dismay as he's charged under section 294B of the Criminal Code of Canada, and fingerprinted and photographed like any common law-breaker.

There's no avoiding it. His record will stay with him for two years and may cost him friends as well as a chance at a summer job.

The boys and girls watching realize they are getting off easier than Robert did. At the time the video was made, the Alternative Measures program wasn't available in Ontario.

In the video, Robert has to make two appearances in court and comes close to receiving a custodial sentence. In the end, he is put on three months' probation, required to do 25 hours of community service and to attend an anti-shoplifting course.

The real-life young people must make at least a first appearance in court, but if they carry out the requirements of their individual alternative programs, none of them will have to make a second appearance, and none of them will have a criminal record.

However, if they fail to complete the requirements of their program, they'll wind up in youth court



again, facing the original charges. Alternative Measures is not a free ride.

And nobody is pressured to choose the Alternative Measures program. Mark Trumpour, a probation supervisor in Etobicoke, makes this very clear. "The young person must ask for the program," he states. "Nobody can take away their right to plead 'not guilty' to a charge in court, if that's what they want."

**N**ot everyone is convinced that the program is a good idea. It was introduced in Ontario only after the celebrated case of "Sheldon S" in April 1988, when the Ontario Court of Appeal found that "the alternative measures program confers a benefit on young persons and that the absence of that benefit is discriminatory"—that is, it's unfair for kids who live in communities where AM is not available not to have an opportunity to choose AM.

At present, between 200 and 300 youngsters are referred to the program each month in Ontario and at any given time about 500 cases are active.

Those arguing against the program express concerns that more charges are being laid now, since police officers are aware of the options open to kids picked up for minor offences. Some lawyers are concerned because the AM process doesn't involve a court of law and may leave room for inequalities.

The future of the Alternative Measures program in Ontario hangs on a decision by the Supreme Court, where an appeal is currently pending.

Meanwhile, Mark Trumpour says,

"I'm reasonably content with the way it's working. Alternative Measures allows everyone to get an early look at the situation and decide where the problems are."

He acknowledges that resources for the new program are unevenly available across the province. Some areas are already stretched for staff to deal with it, and former methods of dealing with young offenders—a fine, compensation order or even absolute discharge—took less worker time than administering Alternative Measures.

On the plus side, the program is well suited to the use of volunteers. As Karen Duncan puts it: "The kids see volunteers as 'real people,' who come out to help them without being paid."

Alternative Measures also allows for unlimited creativity in planning practical programs for young people. Mark cites the case of a young person arrested for turning in false fire alarms. He was assigned to community work under the guidance of the local fire inspector and, yes, they got along like a house on fire.

The program attracts community support because it gives kids a second chance while putting emphasis on the victims of crime. Kids who are required to apologize to and repay their victims realize, perhaps for the first time, the impact of their pilfering. Most are

surprised to learn that a store would have to sell 20 tapes like the one Robert Smith stole, to make up for his theft.

In the Etobicoke meeting room, the kids are more relaxed now as they discuss the video. "Carl" blows an enormous bubble of pink gum. Someone says "prostitute" instead of "prosecute" and the others giggle. Tim, asked to make notes on a flip chart, is needled about his uncertain spelling.

But the mood is generally serious as they talk about their experiences. Nobody complains about being treated badly by cops or courts. The feeling seems to be: "Yeah, I was stupid and did something wrong and I got caught, so here I am."

Karen calls a break and the kids dash out, scattering in all directions. But they'll be back in 15 minutes to hear about their essay assignment for next week: 300 words on crime prevention and shop-lifting. Most of them will write first-hand accounts of their own experience, Karen predicts, then they'll read and discuss them in the group.

Parents may come to the final session where there'll be group discussion and role-playing about decision-making and peer pressure. Karen will hand out completion certificates to everyone who finishes the course.

Then the members of the group will go their separate ways, much wiser about the folly of shoplifting and perhaps even impressed with Ontario's justice system—particularly the Alternative Measures program. ●

*Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.*



Gary Wilkinson



# A “force of one”

*Al Jansson, probation officer, provides help and guidance to young offenders in the northeast*

Story and photos by Julia Naczynski

“**Y**ou’re a hard man to get on the phone!” people sometimes say wonderingly to Al Jansson when they meet him by chance on the street.

That’s because Al, who’s the ministry’s probation officer in Hearst, spends more of his time out of his office than in it.

A desk job this isn’t. “In a small town like this, serving a community this size, you’re on call 24 hours a day,” says Al, who has been with the ministry since 1977.

Born and raised in Hearst, Al apparently knows *everyone*. “You know everybody and everybody knows you,” says Al of Hearst’s community of 5,500. “It’s an open door.”

**O**n this sunny morning, Al starts off his day by breakfasting with his wife, Sue, and children—Alison, 9, Kristy, 6, and Matthew, 3 (“That’s spelled ‘t’ for ‘trouble,’” grins Al of his youngest). The girls then go off to school by bus, but are soon followed by their dad. Al is dropping by Clayton Brown Public School to check on “Max,” a Grade 7 student at the school who is on probation for breaking and entering. (All the young offenders’ names have been changed to protect their identities; this protection is required by the federal Young Offenders Act.)

Al confers with principal Barry Gaunt, who tells him that Max has been behaving well and is attending school regularly. This satisfies Al, who explains that although regular attendance at school is not always part of the probation order, he strongly encourages it to help the probationer stay out of trouble.

Barry proudly escorts a visitor around the school’s special lifeskills classrooms, where some of Al’s clients are enrolled in courses aimed at teaching practical skills such as woodworking and homemaking. To hone their skills, the carpentry class built an addition to the school.

“Al goes over and beyond the call of duty,” says Barry of the probation

officer. “We see a lot of him here.”

Indeed, Al is a familiar figure to most of the students, who all seem to know him by reputation, if not by name. As we pass by a boy who is sitting alone outside a classroom, Al looks at the lad questioningly. “I’m not in trouble, sir!” the lad quickly asserts. Al nods, then chuckles as we cross the parking lot. “He’s not one of my kids (probationers),” explains Al. “He’s never even been on probation—and he never wants to be, either!”

**N**ow we’re on Regional Road 663, heading north to the Constance Lake Reserve, which is home for most of the Cree and Ojibway people in the area. Al wants to talk to the Anglican church pastor about finding community service work for a trio of boys on the reserve who committed a break-and-enter offence.

As the district’s sole probation officer, it’s Al’s job to guide young people through the court system and make sure they comply with their probation orders. Young offenders under MCSS jurisdiction are 12 to 15 years old, and for most, it is their first experience with the law.

Al’s district stretches from the

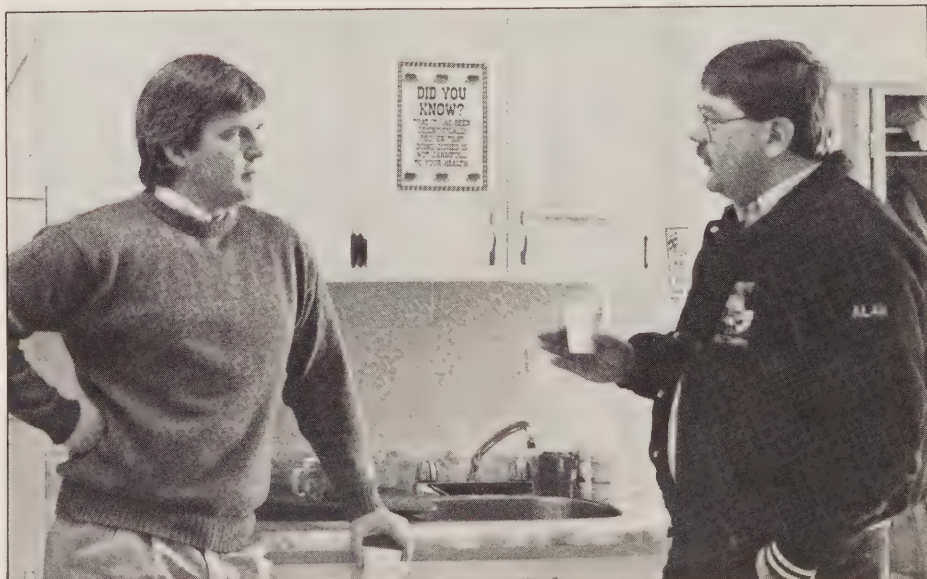
Thunder Bay/Cochrane District boundary east to Fauquier.

Al’s secretary is in Kapuskasing, 100 kilometres away; his supervisor, Bruce Miller, works out of the Timmins office, 260 kilometres away. “You tend to feel isolated,” he admits. “But when you’re a force of one, you have to be independent.”

Once we get on to the reserve, it’s a bumpy, muddy ride over a dirt road. Al checks in at the band office, then meets briefly with Rev. Steve Ashton of St. Stephen’s, where he regretfully turns down an invitation to lunch. Then it’s a muddy trek on foot to the homes of each of the boys involved to check with their parents about the boys’ progress and advise them that community service will be expected soon.

The community service order, or CSO, “gives kids an opportunity to pay for the wrong they’ve committed to the community,” says Al approvingly.

**O**ver lunch at a popular restaurant on Hearst’s main street—a musical-chairs event in which acquaintances pull up a chair to chat briefly with Al about town goings-on as they wait for their meals—Al talks



**Grade school principal Barry Gaunt and Al confer over coffee.**



about the functions of the probation officer.

His role is to give guidance, advice and help, says Al. "I tell my kids, 'Look to me as a friend and call me any time you want—but remember, if you get in trouble, or have a behaviour or attitude problem, we'll have to do something about it.' The desire to change for the better has to come from the individual."

Al knows each of his probationers almost as well as he does his own children: their families, their interests and the circumstances that got them in trouble. "I really believe in developing a strong relationship and here in the north, it's easy. I see them on the street and at school; I go around to their homes once in a while, and get the support of their parents."

The majority of Al's probationers have committed common offences—thefts, break-and-enters, vandalism. There have been none of the major offences that make headlines.

Probation orders can include instructions to keep the peace and attend school, to be of good behaviour, to abstain from alcohol and drug use, a non-association clause (to keep away from peers who exert negative influences), curfews, a community service order and instructions to be amenable to the directions of the probation officer, "which gives me a lot of leeway," says Al. The average probation order is one year.

If the youngster doesn't follow the probation order, there could be a charge of "wilful failure to comply." It may mean a trip back to court and another appearance before the judge, with possible tougher penalties to follow. It can include the possibility of being committed to custody to either an open- or closed-custody facility.

This prospect is an effective deterrent for most of Al's young clients—in the past five years, he says, only seven or eight kids have had to go back to court for wilful failure to comply.



**Al Jansson, probation officer in Hearst,  
with a poster of native Olympic medallist Alwyn Morris.**

"I tell my kids who are getting into further trouble during probation, 'Brace yourself for custody; look for the worst,' because to them that *is* the worst," explains Al. The nearest closed-custody facility is Cecil Facer in Sudbury—550 kilometres away.

Taking the child out of the home and putting him into custody should be the last resort, Al believes. "I don't like to see them in custody unless it's absolutely necessary," he says. "But you have to look after the best interests of the child and the best interests of society."

When needed, Al gets help from the area's Community Support Team, or CST, which provides back-up support and counselling.

He also works closely with the Hearst and Kapuskasing Children's Aid Society, the Jeanne Sauvé Children's Mental Health Centre and the North Cochrane Addiction Service.

**B**ack at the office, Al has a short meeting with "Fred," a high-schooler who is on Al's caseload because of an incident involving sexual abuse of a sister. It's one of about the half-dozen sexually-related offences that have occurred in the past two years that have Al concerned.

Fred tells Al he has been too busy to get into trouble; besides his schoolwork, he has been looking after his own animals on the family farm. Al gently probes Fred about his future plans: what about a job in the summer? Would he like to go to

college and study agriculture?

"It's hard enough to get a job these days," says Al after Fred has gone. "With no education, their chances are zero."

He describes Fred as "very salvageable."

Al is desk-bound for the rest of the day, catching up with those phone calls, scheduling interviews for PDRs (pre-disposition reports used by the court judges) and making case notes from the morning's activities.

Besides his regular duties, Al works continuously toward better community understanding of crime among youth and toward prevention. He maintains strong contact with the police, the schools and the Constance Lake Reserve community. Al brought Alwyn Morris, a native Canadian who won bronze and gold medals in kayaking at the 1984 Olympics, into local schools to talk to youngsters about the importance of setting goals. Alwyn's appearances were a special inspiration to the many native youngsters who live in the area.

Al's work also includes setting up community workshops on the dangers of substance abuse (such as glue-sniffing).

He is a believer in the theory that young people live up to your expectations of them. "Most of my kids are good kids who've made a mistake," he says.

"Kids will change if they want to, but it has to come from within—you can't *make* them change." ●



# In search of the right stuff

*Recruiting volunteers is no easy task when you need very special role models for youngsters*

Story and photo by Dave Rudan

**P**eter Hoag was faced with a dilemma.

Peter is responsible for the recruitment of volunteers who are prepared to work with Metro Toronto kids who have broken the law.

The Toronto Area Office's Juvenile Justice Volunteer Program has always enjoyed a degree of success recruiting prospective volunteers. However, a couple of years back when Rob Cole had Peter's assignment, there was a deliberate move to recruit men who would be positive role models for impressionable young boys who had been caught breaking the law.

Even at the best of times, recruiting men as volunteers is more difficult than recruiting women.

"In the past, volunteering was more of a traditional role for women," notes Alex Honeyford, the ministry's volunteer co-ordinator. "Whether women had more time, because they were home with the kids, or conditioned to be more nurturing, we would see more women than men as volunteers.

"But that's changing now," Alex adds.

Not only was Peter challenged to recruit men, he wanted role models who could meet specific criteria: men who were gainfully-employed

first-generation landed immigrants, between the ages of 25 and 45, of the same cultural background as the young offender. With so many specific qualifications needed, this looked like a job for Central Casting, not a volunteer co-ordinator.

Adding to the envelope of difficulty was the fact that the Metropolitan Toronto and Peel regional police forces were under critical public scrutiny by the community because of shooting deaths of black citizens—and one of the audiences Peter needed to reach was the Jamaican community.

Added to this was the difficulty in advertising for male volunteers. When Rob Cole attempted to present a shopping-mall display with the wording "Wanted—Men..." the word "Men" had to be replaced by "Persons" because of a Supreme Court ruling regarding discrimination against women.

**P**eter's first break came when he was given the name of Claude Sang, data processing manager for Consolidated Fastfrate, a transportation firm in west Toronto. Claude is an active alumnus of Excelsior High School in Kingston, Jamaica. Claude is a member of one of 24 organizations in southern Ontario made up of

graduates from Jamaican secondary schools.

The groups have a commitment and a sense of responsibility toward the teachers and schools that helped them in their careers and occupations. In return, the graduates actively support their Alma Maters with funds and materials to help the current population of students.

An initial meeting with Claude led to a major meeting at the Jamaican Consulate General in Toronto with 20 members of the Jamaican Alliance of Alumni steering committee, followed by a second meeting a month later with founding members and the executive of the Excelsior graduates association.

"We have more than 200 members," said Claude, who chaired the meeting.

In his presentations, Peter spelled out the realities of the situation. Many young offenders are confused and bewildered by the new environment and lifestyles in Metro. However, there is still potential for these boys to learn how to succeed without breaking the law, with the guidance of empathetic role models, he told the group.

A few weeks later, Peter received a letter from Paul Barnett, who chaired the Jamaican Alliance meeting.

"The presentation was quite enlightening but also frightening. However, we must rise to the great challenge which lies before us," wrote Paul.

Many who were present at that meeting expressed their interest. They were referred to Claude, who is the liaison between the ministry and the association.

"We do hope that we can be instrumental in some way towards (solving) the great problem," wrote Paul.

"It's a start," says Peter—who was told originally that all he had to do to recruit people was to produce a new poster. ●



*Peter Hoag, standing at right, gestures during a community meeting as he describes the need for volunteers for the Juvenile Justice program.*

*Dave Rudan is a communications co-ordinator with the MCSS Communications and Marketing Branch.*



# Donut City:

*Welcome to life on the street*

by Robert A. Miller

**I**t's dark. People are milling around you, wandering around what seems to be Yonge Street on a Saturday night.

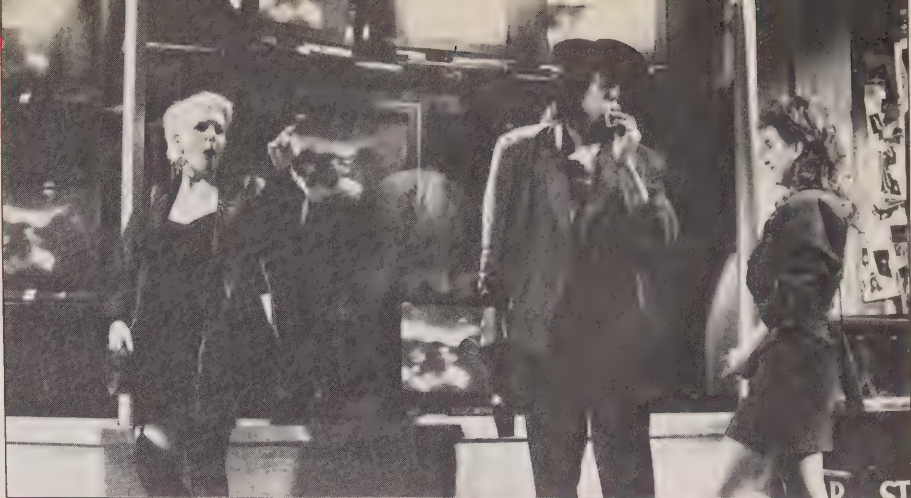
You find a place to sit down on a concrete step. But no sooner are you comfortably perched, watching the street life go by, when a not-too-friendly guy comes along, telling you to move. He wants to mop up right where you're sitting. You shuffle out of his way, but because he's made it wet with his mop, you can't sit down again. So you join the milling crowd, all looking for a place to be comfortable, or just a place to be.

Where am I, you ask. It could be another alienating big city experience on Yonge Street, but this is something else. You're in the world of *Donut City*, a recent hit play which takes you to the turf of Toronto's street kids.

It's the story of two teenagers from northern Ontario who struggle to make a life for themselves on Toronto's mean streets. As an audience member, you become part of the "street"—there are no seats as in a traditional theatre, so you're immediately part of the world inhabited by these kids and the people they meet. It's the world of the Yonge Street strip, a doughnut joint and the Eaton Centre. And, just as it is for these kids, there is no safe place for you on the street; you have to keep moving like they do.

"I wanted to dispossess the audience of their space, to put them in a milieu that forces them to react," says Douglas Rodger, the Toronto playwright who wrote *Donut City*. "I wanted them to have to carry their belongings around with them like a kid on the street, not knowing quite what the rules are, like a kid on the street."

Watching *Donut City*, you get a close-up look at street kids with names like Juli and Chooch as they get involved in drugs, prostitution and violence. But most of all you see them as naive young people who are drawn to a world of glitter, money



Doug Schroeder

*On the street with (left to right) Charlene, Cruise and Juli in Donut City.*

and excitement, a fantasy world that always seems to be just beyond their grasp.

This sense of alienation is heightened by the images beaming out from a store window that's full of television screens. The TV screens show a world of glamour and wealth, a world that's separated from the mean life of the streets by an impenetrable pane of glass. "And when the kids try to break through that glass, all they get is arrested," says Rodger.

**T**he ways that *Donut City* audiences reacted to the street kids' world said a lot about public attitudes to this group of society. Rodger was fascinated by their reactions, right from the moment they entered the theatre. "You could see it in the behaviour of the audience—they'd look around and make a bee-line for the 'Eaton Centre.' It was

because it was familiar, it was *retail*, you could *shop* there," he says with a laugh. "People sat there, clutching their purses and their coats."

He wanted to create in people the feeling of being in a "transient city." One woman, after seeing the play, said, "When my husband and I drive home tonight, we're going to look out the window and it's a different city we're going to see."

But another play-goer commented, "I don't see any of this stuff going on. Where's it all happening?"

The answer to that question, Rodger says, is "It's *there*. It's really a matter of educating your own eyes.

"If you watch a corner when you go by every day—who do you see that's there all the time? What are they doing when you see them? What places are they going in and out of? It doesn't take long to spot if something's strange." He says that the "scene" tends to move around—

## Two excerpts from DONUT CITY:

*(Juli knocks on the door of a hostel. A social worker answers.)*

SOCIAL WORKER: Oh God, do you know what time it is? It's two a.m. We've been full up since ten.

JULI: I can sleep on the floor.

SOCIAL WORKER: Honey, that's where everybody sleeps around here. I don't know where to put you.

JULI: Forget it.

SOCIAL WORKER: No, no, come back. You can sleep in my office but do me a favour and don't steal my purse. I've lost two already this month.

\* \* \* \*

*(Cruise tries to persuade Juli to go with him.)*

CRUISE: You better come with me to the hotel an' I'll get you all fixed up.

JULI: You got a bath?

CRUISE: Down the hall. Find your sister?

JULI: No. Not yet.

CRUISE: You need to get straightened around, get a few bucks in your poke.

JULI: (Hesitant at first) Cruise, are you a pimp?

CRUISE: (Clouds over momentarily) Hey I don't like that word. Baby, I'm a qualified man. You think I wanna do you harm?

JULI: How do I know?

CRUISE: Baby I got my han' out to give... real money an' someone lookin' after you. Everybody else wants to take from you. Girl, you choose Cruise, you don't lose, you gain a family.

JULI: Well I just... I jus' don't wanna do that.



if the police close it down in one area, it just resurfaces somewhere else.

For some people who saw the play, the street was a place they too once called home. One night, this note was found taped to the dressing room door: "... I myself have been through all that and it was very touching. I was crying in a couple of parts because it hurt so much. I would just like to say you did a tremendous job and I think if more people saw the play I think they would have second thoughts about leaving home."

Another letter, this time from a West German visitor visiting Toronto on business and looking for something to do: "It was either theatre or a long walk up and down Yonge Street. As it was, I had both... I often felt uneasy, as if I was sitting on the street, watching something I shouldn't see. Like trying to avoid getting asked for spare change."

To research *Donut City*, Rodger talked to people at Covenant House, an agency which helps kids to get off the tough Toronto streets. But mostly he spent his time hanging out in doughnut joints like the one that's a main point of action in his play. "I wanted to hang out, just become a part of the furniture. I'd sit there and read the *Sun* or I'd drink coffee. I never took notes. I might scribble something into the crossword puzzle. But mostly I was there to listen to the language, to the conversations."

The play was one of the most successful in the 1988-89 season of Toronto's Canadian Stage Company—it was "held over" several times. Now a Winnipeg production is in the works.

Rodger is also working on a television adaptation of *Donut City* for CBC-TV. He hopes to have the script finished by this fall. Plans are for shooting to start next spring, aiming for possible broadcast in the fall of 1990.

The television adaptation is "a challenge I'm really responding to," says Rodger. "It will be exciting to reach possibly a couple of million people, a young audience particularly."

As with the play, he's posing questions about street kids, not solutions. He's asking people to see and to question why. ●

Robert A. Miller is the editor-in-chief of Dialogue.

# REACH-ing for a challenge

*To build character—that's the goal of these adventures designed especially for young offenders*

by Julia Naczynski

Climbing up a sheer cliff of rock or ice isn't everyone's idea of fun. In fact, it's hard work, both physically and mentally.

It means having to plot and plan every movement, seeking little crevices and ledges for fingers and feet as you pull yourself skyward. It's exhausting exercise for the legs and arms as you try to cling to the rock face and not think about the enormous nothingness of space and sky behind your back.

There's the effort of trying not to rely on the safety ropes that protect you from falling. And, once you reach the top, there's the same back-breaking effort to get back down again.

This is fun?

Rock- and ice-climbing are not sports for the faint-hearted—and that may well be the attraction of them for the young offenders who participate in a special program available at Arrell Youth Centre in Hamilton.

The climbing expedition is the sought-after finale to a four-week, in-house program at Arrell called REACH, which stands for Reach for Enrichment through Adventure and CHallenge. Developed by Bruno Helt, a part-time youth officer at Arrell, it provides a progressively difficult series of organized games and activities for participants, who are young offenders 12 to 15 years old who are staying at the closed-custody facility.

"You don't have to bring any sports skills with you," says Bruno of REACH. "Everyone is on an equal footing when they begin."

Bruno has a personal interest in the positive influence of the outdoors and "adventure" activities, and wanted to find a way to add a lifeskills program with those elements to Arrell. REACH, which was begun at Arrell last year, combines outdoor and indoor recreation with group activity, peer support

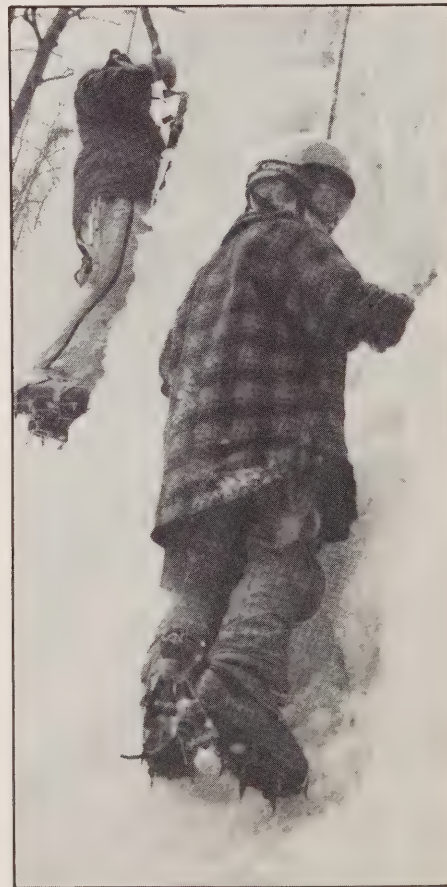
and the development of the individual through discipline.

Programs like REACH are termed "adventure-based therapeutic recreation" and the goals are not unlike those of Project D.A.R.E., the ministry's wilderness camp located near Algonquin Park.

After visiting D.A.R.E. and taking a course at Brock University, Bruno felt there might be a place for a similar program at a detention facility—especially if it could be designed for both boys and girls.

Bruno, who is a rock-climber himself and designed a similar program for psychiatric clients, put together a proposal and approached Arrell superintendent Al Roach with his concept for REACH.

"The REACH program goes a step beyond the goals of traditional recreation programs," says Al. "The



Bruno Helt



potential for individual growth in the areas of trust, relationship-building and self-confidence is particularly important to our young people." The kids who participate have to prove their maturity and commitment to the program, he says.

**T**he first session involves organizational indoor games that require little skill. "The idea is to get everyone working together," says Bruno.

The teens progress to co-operative games to build teamwork. For example, there's an indoor Frisbee game, and tag games in which the teens begin to experience the advantages of working together in small groups.

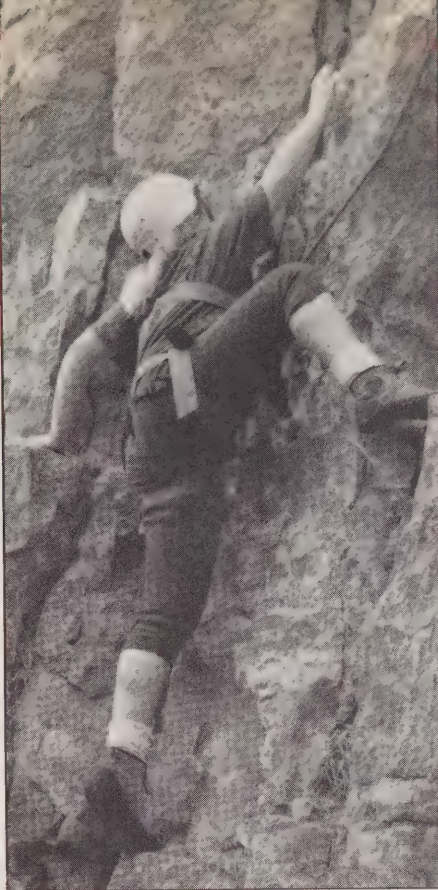
The sessions build toward more challenging "initiative tasks," where "everyone works together toward a common goal and no one can be left out if the task is to succeed," says Bruno.

Mixed in with these are "trust exercises"—simple group activities in which, for example, one teen is blindfolded and led around by another teen. "They learn about physical and emotional support in these exercises, and although there's no serious physical risk, for first-timers it's a little scary," says Bruno.

After each game, the participants sit down and talk about what they accomplished, why it was successful (or not), what could have contributed to its success and how the group worked as a team.

"The focus is to get all members of the group communicating so they learn from the session, and how to apply skills to the next session," says Bruno. "We want them to think beforehand how to solve problems, as opposed to rushing in unprepared."

Many of the teens who are at facilities such as Arrell are there because they act impulsively, without thinking of the consequences, notes Bruno. It's important to think before



Julia Naczynski

**Rock- and ice-climbing  
(depending on the season)  
are the culmination of the  
REACH program.**

acting—"You won't meet your goals unless you do." The games teach about planning a strategy, and the discussion period afterward is useful and constructive "even if the task was a failure."

Bruno says the games encourage participation by all. "Some kids who are (usually) quiet may become leaders in the program." Some who are not "joiners" are the ones who "really get something out of it."

**O**nce the in-house sessions have progressed through the indoor activities, it's time to move on to the more difficult ropes session. In the summer, this involves the use of an aerial ropes facility for high-rope and outdoor initiative games at Camp Canterbury in Ancaster, and builds upon the skills the teens have learned.

One such exercise is the Burma Bridge, which involves walking on wires that are 40 feet in the air. (See the Summer 1988 issue of *Dialogue*, "Wilderness adventures strengthen team spirit for Waterloo staff," for photos of a similar exercise carried out by Waterloo Area Office at Project D.A.R.E.)

The teens wear harnesses that prevent them from falling and injury,

but all the same, it's a real exercise in self-discipline. "They're challenging themselves through their fears, with support and encouragement from their peers below," says Bruno. "It's problem-solving, not just overcoming your fear over getting across."

The final session is the rock-climbing day (or ice-climbing in the winter), which involves instruction from a professional climbing instructor. The teens learn how to use the knots, harnesses and ropes that ensure their safety and that of their companions, how to hold on to the rock or ice face when there is seemingly nothing to hold on to, and how to set goals ("I'm going to climb as far as that ledge"). In ice-climbing, they learn how to use spiked shoes and ice axes to climb.

"It's learning how to discipline yourself and how to deal with frustration when at first you don't succeed," explains Bruno.

**B**runo has one rule about participating in REACH: once you've begun the program, you must commit to all the REACH sessions. Anyone who drops out and then wishes to return must wait for the next program and start over.

Bruno hopes this will teach the teens about commitment and following through. In addition, the participants learn about responsibility, develop self-esteem and trust and how to handle pressure.

To date, about 80 teens have taken at least one session, about 15 have progressed to the ropes course and seven have gone on a rock-climbing expedition at Rattlesnake Point near Milton; two have gone ice-climbing at Tiffany Falls in Ancaster.

Arrell superintendent Al Roach says feedback from the young people, their families and staff has been positive. The hope is that the improvement in skills—and in self-confidence—will remain with each young person when he or she returns to the community. ●



# On the job

*Work outside sheltered workshops provides new life experiences for people with developmental handicaps*

Story and photo by Dave Rudan

**A**s a society, we generally accept the fact that once our offspring have reached the age of majority, parental responsibility has ended. But that's not necessarily the case when an adult with a developmental disability is preparing to cut the apron strings of a facility that has been home for years.

Intellectually, facility staff understand their roles to help a person develop his or her abilities and to live independently in the community. But emotionally, it is impossible to deny the feelings that emerge—feelings of concern for the client's well-being.

Phil Morgan, manager of vocational programs at the Adult Occupational Centre in Edgar, near Barrie, says he couldn't deny his apprehensive feelings when Dermit Brandon and Fern Paul, 42, became the new vocational program's first candidates for an actual on-the-job training program with the housekeeping staff of a luxury ski resort.

Dermit's behaviour was unpredictable while in training at AOC. At times he would be demonstrably angry, and Phil had no idea how Dermit would react to a new work situation.

"My fears have been totally unfounded," says Phil, describing Dermit as an exemplary employee while he was at the lodge. Dermit is working at AOC again because he didn't like the confined space of hotel halls and bedrooms. "He told me that he preferred industrial cleaning; he didn't like dusting furniture."

In a matter of weeks Dermit had demonstrated remarkable progress because now he knew that his work was valued. Phil explains that by extending the developmental process to include private enterprise, it gave their students "new life experiences" that could not be duplicated within the sheltered environment of AOC.



**Fern Paul, followed by job coach Barbara Barker, pushes her housekeeping trolley through a hotel hallway.**

**F**ern has also made excellent progress.

Last October, before her job placement, Fern was asked by her AOC instructor to vacuum a classroom rug to demonstrate the housekeeping skills she was learning.

Acknowledging the instructions with a grunt, Fern handled the power-bar with grim determination, and moved through the room like a piece-worker. Fern hardly looked directly at the people who were observing her performance; not once did she smile, or volunteer a response beyond a nod, or curt "Yep."

Cut to three months later. Fern has just finished her lunch with the housekeeping staff in the main lodge at the resort. She walks over to where visitors stand.

"I remember you," she says, smiling at a visitor.

"How's the job going?" she is asked.

"I like it here," replies Fern, and

demonstrates her abilities by cleaning a hotel room under the supervision of job coach Barbara Barker.

"People don't realize the number of decisions that have to be made when cleaning a room like this," says Barbara, noting that each bed requires two sheets and there were three different sizes of beds in the hotel. It's apparent the task requires meticulous skill, and Fern is meeting the challenge.

**C**hallenging adults is the focus of the new vocational program at AOC. Instructors want to challenge students with new opportunities to develop their potential.

Phil explains that AOC has always been a training facility. Specifically, it has been preparing people to handle the types of jobs that community workshops offer. People have been taught to perform specific assembly-line-type duties such as one might find in the consumer product packaging industry.



The development of a trainee's individual skills—those not directly related to a job—might have taken place, but it hasn't been a prescribed focus of the program. However, over the years, a number of changes have been taking place.

Lynn Cook, manager of developmental training services at AOC, explains that the people now being referred to AOC by associations for the developmentally handicapped are older and more mature.

"They told us that they didn't want to leave school," says Lynn. Staff began to respond to clients' requests to continue academic studies. The Simcoe County Board of Education was supportive even though the normal funding route could not be applied.

About the same time, AOC's administrator, Bernice Lovering, had been impressed by the direction the ministry was taking with Project Opportunity and *Challenges and Opportunities*. She convened a task group made up of her staff, representatives from the school board and Georgian College to look at the academic possibilities for clients over the age of 21.

An assessment was carried out by staff at Georgian College and they found that 45 out of a selected group of 60 AOC residents demonstrated that they had the ability to undertake a more advanced academic program. Since then, Lynn and her staff have been refining a program based on five new directions that are flexible enough to adapt to the specific needs of each student.

Simcoe County provides the instructors for the academic phase; Georgian College's resources are used to determine an individual's aptitudes and intellectual abilities; AOC provides a variety of skills development opportunities; the fourth phase is the facility's basic job readiness program, and the fifth direction is the employment opportunity options in the community. The process involves an active working relationship with the public and private sectors.

"The employment option could be a sheltered program, supportive employment, or competitive employment," says Phil with guarded optimism—guarded, because while Lynn and her colleagues are preparing adults for the community, there is no guarantee that the community is prepared to change to accommodate these new employees. ●

## National Home Show exhibit a hit with visitors

Thousands of people toured the Ontario government's exhibit, *Independence Through Good Design*, at the National Home Show in Toronto, but one visitor in particular stood out.

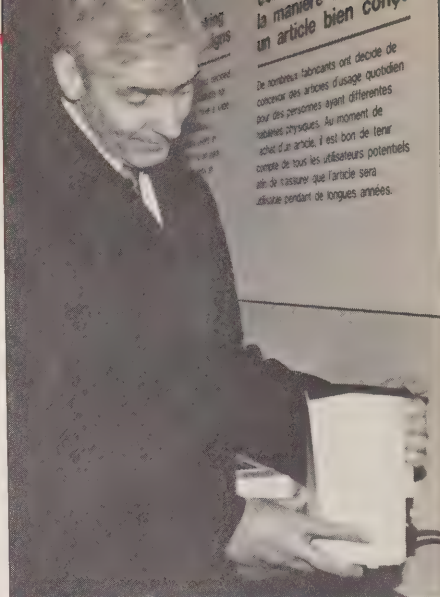
It was the woman who came all the way from Minnesota just to see it.

The visitor, who is an accessibility specialist, had read a copy of the WINDOW on Technology issue describing the exhibit on a Friday, booked a flight from Crystal, Minnesota on a Monday, and drove straight from the airport to the home show on a Tuesday—solely to see the exhibit and the barrier-free products in the display.

"She arrived at 10:30 a.m., took some pictures and looked over the display, and left at 2:30 to catch a flight back home," says demonstrator Peter Taylor of the MCSS Communications and Marketing Branch, who was one of 32 government employees who volunteered to staff the exhibit.

The display was under the auspices of the MCSS Program Technology Branch and was two years in the planning. It is the first time the ministry has participated in an exhibit of this kind and a first for the branch, says Program Technology director George Abrahamsohn.

The exhibit demonstrated products that were either designed for use by older people or those with disabilities, or items that were selected because they are easy and safe to use. The room-by-room exhibit included a kitchen with a height-adjustable countertop with sink



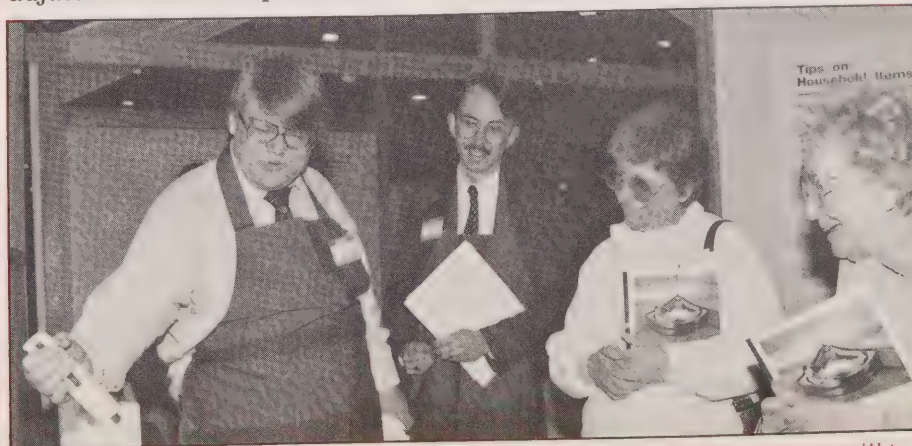
*John Sweeney, Minister of Community and Social Services, tries out a lightweight kettle at the Independence Through Good Design exhibit.*

which can be operated by someone in a wheelchair; a bathroom with a wheelchair-accessible shower stall and sink and a high-tech, combination toilet/bidet; a motorized recliner chair that lifts the user out of the seat; and easy-to-use small appliances.

The purpose of the exhibit was to demonstrate "technology and product features which not only meet functional needs, but also satisfy quality of life and lifestyle issues," says George. "They look good and do what they should."

George credits the enthusiasm of the volunteer demonstrators with the positive response from visitors to the exhibit. "We wouldn't have achieved the same response if we'd had professional demonstrators," he says.

The interministry project included participation by MCSS, the Ministry of Housing, the Ministry of Industry, Trade and Technology and offices for Disabled Persons and Senior Citizens' Affairs, among others. ●



*Richard Darjes of Program Technology demonstrates an easy-to-use pepper mill to volunteer demonstrator John Ecker of the MCSS Communications and Marketing Branch and visitors Anita Wilson and Elsie Edmed.*



# Protecting everybody's privacy—including yours

*The privacy you protect may be your own*

by Julia Naczynski

It's common to hear people refer to the Freedom of Information and Protection of Privacy Act as simply "the FOI Act." After all, it seems most of the attention *has* focused on the freedom-of-information aspect of the act.

But the flip side of the coin—protection of privacy—deserves as much of the limelight, because it's important not only to ministry clients, but to ministry employees as well.

"We've found there's a limited understanding of the privacy aspect of the act," says policy analyst Gayle Martin from the FIPP unit. Adds FIPP unit co-ordinator Elizabeth Flavelle: "We've found it's the 'sleeper' part of the act. People don't pay enough attention to it."

A review done by the unit suggests that most people think that keeping information private and confidential merely involves locking up files, destroying papers and sending out notifications to clients to let them know that information is being collected about them.

But unit staff can offer several examples of ways in which the privacy portion of the act has been violated, as well as simple ways the violation of privacy could have been avoided:

- ▶ The names and addresses of social assistance recipients in some offices were released to service clubs who prepare and deliver Christmas hampers for needy families. Although this was done with good intentions, clients should first be asked for permission to give out their names, no matter what the purpose.

- ▶ An internal staff questionnaire was circulated to branch staff asking each person to rate his or her French-language capability. The questionnaire was a single sheet of paper that was passed from hand to hand, which meant each person answering the questionnaire could see how others had responded. It would have been more appropriate for the individual who organized the survey to supply each respondent with his or her own questionnaire with a request they be returned directly to him.

- ▶ Employees in an office had their merit increases documented and placed in their employee files. This was done simply by taking a master list of all employees in the office who had received merit increases, and placing the list—with the individual's name highlighted—in each person's personal file. This meant that anyone in that office who had received a merit increase could find out how much others in his office had received simply by requesting to view his or her own file. This situation could have been remedied by documenting each employee's merit increase on individual sheets of paper.

As the above examples are meant to illustrate, "the act is not just about freedom of information and the right to disclosure," says Elizabeth. "It's about protecting the privacy of our clients, and it's about protecting the privacy of MCSS employees."

Violations of the privacy sections of the act are often inadvertent, say FIPP unit staff. Sometimes violations seem minor; nevertheless, they are still contrary to the act.

Because everyone has a right to privacy under FIPPA, it's important for all ministry staff to become aware of the information they deal with, how it is collected and how it is handled.

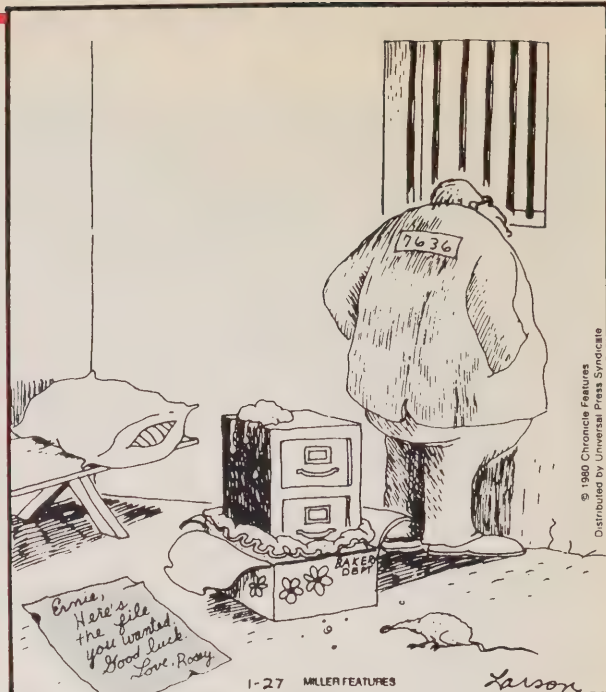
"A lot of it comes from practices that an office has used for a long time and that nobody has ever questioned," says Holly Goren Laskin, a FIPP unit policy analyst.

This includes information collected within the ministry about employees, notes Fred Ruiter, another of the unit's policy analysts. "We are aware of *client* confidentiality, but when it comes to ourselves, we may not be as careful as we might," he observes. Even a matter as innocent as circulating a calendar listing the vacation periods staff members have chosen can be interpreted as an invasion of personal privacy, he notes.

"We need to think about our policies and procedures and whether or not they meet the standards of privacy," says Holly. For example: Should information that is confidential be processed on a personal computer that is part of a computer network and easily retrieved? Should lists of employees' names, addresses and home telephone numbers be freely available to all staff? How should confidential files be shared: should they be passed from hand to hand or photocopied and distributed?

Taking a hard look at these and other questions of personal privacy, including fair practices and procedures, may mean taking on "a whole new approach" to records management, collection, use and disclosure, as well as retention of information, says Elizabeth. ●

This "file" isn't exactly the kind that hapless Ernie asked to have baked inside the cake, but it begs the question: What do you do with the information in your files?



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# Sharing the costs for social services

*The federal government contributes a big part of the ministry's budget to help ensure social services are available to all*

To most people, CAP, VRDP, YOA, IWS and ADTR are just acronyms. In fact, they represent cost-sharing agreements through which the federal government assists the provinces to meet social services and welfare costs.

Most people don't realize that without cost-sharing revenue from the federal government, we would not be able to maintain the level of social services now offered by the ministry.

The British North America Act, which is the legislation that spells out the areas of jurisdiction between the provinces and the federal government, gave the provinces the responsibility for administering social programs. The federal government provides financial support through five cost-sharing agreements: the Canada Assistance Plan (CAP), Vocational Rehabilitation of Disabled Persons (VRDP), Young Offenders Agreement (YOA), Indian Welfare Services (IWS) and the newest one, Alcohol and Drug Treatment and Rehabilitation (ADTR).

Cost-sharing is "a very positive way for the federal government to use its broad spending authority to support the provinces in their primary responsibility for social services," explains Jack McKnight, senior adviser for cost sharing in the Financial Services Branch.

The agreements are administered by the ministry's Federal Provincial Cost Sharing Section, headed by senior manager Mary Kardos Burton. That section, along with some others, recently was amalgamated with the Accounts Branch to create a new Financial Services Branch under director James Tighe. Jack Stevens and staff are responsible for the ongoing operation of preparing claims and obtaining the monies every month on behalf of the Treasurer of Ontario.

The ministry revenue in 1988-1989 under all cost-sharing agreements was approximately \$1.6 billion. This represents about 37 per cent of the ministry's total expenditures of \$4.3 billion, and four per cent of the total provincial revenue from all sources.

In addition, the province collects



*From left to right: Jane Atkey, Jack McKnight, Mary Kardos Burton, Ken Nash.*

\$2.9 billion, or eight per cent of the provincial revenue, from Ottawa under Established Programs Financing, which is a block funding arrangement to support provincial programs in health, education and other areas. These monies play a critical role in providing resources for our ministry as well as other ministries such as Health and Education.

Our ministry is also responsible for claiming cost-sharing revenues under CAP on behalf of other ministries, such as the Homes for Special Care program for the Ministry of Health, and the civil legal aid program for the Attorney General. The annual revenues for these two programs are \$12 million and \$15 million respectively.

With the introduction of CAP in 1966, the shareability was expanded to cover welfare services to persons with low incomes and programs of a preventive nature. These programs are diverse and cover everything from child welfare to funding for hostels for battered women and children.

Ken Nash, co-ordinator of Inter-governmental Relations/CAP, is responsible for the policy planning and provincial negotiations for new initiatives under CAP.

In 1988-1989, revenue received under CAP was \$1.5 billion, representing 93 per cent of the total cost-sharing revenue received by the ministry from the federal government.

Vocational rehabilitation programs are cost shareable under the VRDP agreement and are designed to

enable physically and mentally disabled persons to become capable of pursuing gainful employment.

Jane Atkey, the provincial co-ordinator of VRDP, administers the VRDP agreement. The new ADTR agreements are also administered by Jane on behalf of the Ministry of Health. MCSS received a total revenue of \$27 million under the VRDP agreement in 1988-1989.

Then there is YOA, which is jointly administered by MCSS and the Ministry of Correctional Services. The Young Offenders Act aims at providing more alternatives for dealing with young people in conflict with the law.

Under the IWS agreement, the federal government contributes a high proportion towards services for the Indian community because of its unique responsibilities in this area. In 1988-1989, the combined revenue for these two agreements received by the ministry was \$61 million.

In order to make the best use of the cost-sharing potential, the Cost Sharing Section must be involved when ministry programs are being implemented, suggest Mary and Jim. Quite often, a slight change in the program design or the terminology might turn a non-shareable component into one that is shareable.

An important aspect of the process is a strong relationship with federal counterparts in Ottawa.

It helps that a federal representative, Pauline Gignac, and her staff are located in the Hepburn Block. Pauline's office is responsible for the day-to-day administration of the cost-sharing agreements.

To ensure that CAP, VRDP, YOA, IWS and ADTR are not just magic terms, the cost sharing staff plans to enhance the communication channels with the regions and areas. Liaison officer Paul Kutty has been appointed to co-ordinate, promote and respond to queries from the regional and area staff. Orientation and training sessions will be offered throughout the province. ●

*Prepared with the assistance of the Financial Services Branch.*



brought to you by the  
Human Resources Branch



# Got the career blahs?

Follow these steps to chart a course for your future

by Carolyn Lomax

**F**eeling restless lately? It's too late for spring fever, but it may be you're suffering a mild case of career blahs. If so, it's a good time to take another look at who you are and where you think you're going in your career.

Ask yourself where you want to be in five years. Then decide how you can most effectively market yourself to accomplish those goals. It's important that you take the time to figure out what you want to do, before you start to consider your job options.

It may be that after giving yourself an honest shakedown, you're quite happy where you are, and just needed a reminder that everything is just fine in the kingdom. On the other hand, if not... Take Charge! Manage your own career campaign like a career counsellor. Your client—you—may tell you that you are looking for challenging work with some autonomy and flexibility, and an opportunity to grow and develop in your work.

If you keep in mind that you will likely have several careers during your working life, and that moving around in the workforce can often bring greater rewards than staying in one place, you'll alleviate the anxiety in changing jobs. You might not even have to change ministries, or to look outside the government, if you consult with your human resources advisers, and with the MCSS in-house library before you move.

First, consider moving within the ministry.

► Up. This may seem ideal. After all, everyone wants to have a challenge in one's career, and it's exciting to consider reaching higher and accomplishing as much as possible. After you've titillated yourself with the prospects of a bigger pay cheque, an impressive title and a bigger office,

cast your mind upon the added responsibility, the prospect of longer hours and increased stress.

► Laterally. You can increase your skills, learn more about the ministry, enjoy new challenges and meet new people.

► Down. It doesn't sound particularly attractive at first blush, but you may be able to learn a new discipline and lessen the pressures of your current job.

► Out. As a last resort, or if the perfect job is beckoning, go for it, otherwise wait until you've thoroughly assessed your skills and you know your career path.

## Manage your own career campaign like a career counsellor

**L**et's assume that you've decided to move. Now is the time to gather your address books and the dog-eared business cards you've been keeping, and start making lists of contacts. The more people who know that you're in the job market, the more eyes and ears there will be working on your behalf.

Since most people like to talk about themselves and what they do, get in touch with people who are doing jobs that interest you and suggest a brief meeting. Prepare your questions in advance, then follow up your meeting with a letter of thanks.

Every week, local newspapers list seminars and lectures that can inform you about the opportunities in many fields. Since contacts and information are your best resources in a job search, memberships in professional and community organizations are excellent ways to meet people who can help and advise you.

**Note:** Starting with this issue, *Dialogue* will present "In Hand," a column of helpful hints and useful information for all ministry employees. This section continues the information previously published in two issues of the *In Hand* newsletter.

If you have any comments, story ideas or questions you'd like answered, please write to: *In Hand*, MCSS Human Resources Branch, 880 Bay Street, 4th Floor, Toronto.

You might also consider sending your résumé to the many placement agencies who are always in the market for new talent. Several organizations offer career counselling; the YMCA offers career programs, as do the community colleges, some universities and technical schools.

Once you've acknowledged that restless feeling, and decided that you want to do something about it, you should spend some quiet time to get re-acquainted. There are lots of worthwhile books about career planning, among them *The Landau Strategy*, which was written for women but has ideas anyone can use, and *What Colour Is Your Parachute?*

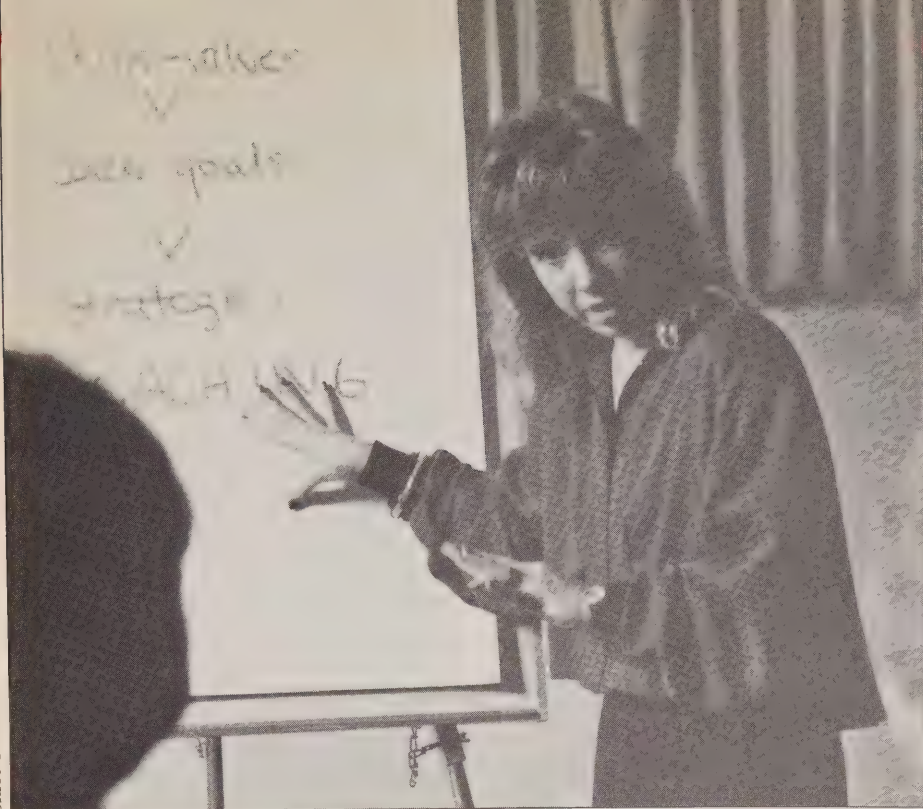
However, among the best sources of career information are your local human resources professionals and your MCSS Library and Learning Resources Centre, where you'll find research materials such as books, audio and video cassettes and computer software.

Estella Cohen, from the Human Resources Branch, conducts "train the trainer" seminars for her career planning workshops. These sessions are designed to guide you through a complete assessment of your work values, interests and abilities, then teach you how to set realistic goals for yourself, and how to write a winning résumé.

"A lot of people think that someone will notice them if they just sit quietly and do the job," says Estella. "The fact is that they won't necessarily notice you and promote you. You have to go after what you want."

She advises you to ask to take part in workshops and committees, and suggest to your supervisor that you have a performance appraisal to discuss your career. Go to your meeting with your manager knowing exactly what you want and what you





**Margaret Foy of Oxford Regional Centre, Woodstock, gives career counselling tips.**

have to offer, and then be prepared to negotiate. There is also a workbook called *Career Planning Strategies for Success*, and a new bibliography in the library.

One of the first things you'll have to attend to before you start your job search is the preparation of your résumé.

There are three kinds of résumés, one of which will be the preferred choice for the job you're trying to win. The three kinds are chronological, functional and a combination of both.

The chronological résumé is the most frequently used kind, which lists all of your work and education with the appropriate dates in reverse order—that is, with the most recent jobs first. Although it's the easiest to write, and the quickest to use for

assessing job experience, the chronological résumé can also show any gaps that you might have in your work experience or education. For example, if you have been out of the workforce raising children, that gap would be obvious.

The chronological résumé isn't particularly helpful in selling skills that are related to the job you're going after, and, because it's so often used, isn't distinctive. However, it can be effective if you have had a consistent working record with a series of increasingly responsible jobs.

The functional résumé highlights the skills and accomplishments that are relevant to the job you're after. Since it can be organized to emphasize these skills, it can be especially effective for changing your career to a field in which you don't have much

experience. This kind is useful in camouflaging an inconsistent work history, but it is more difficult to write a functional résumé that doesn't look superficial, and it is more difficult for the prospective employer to assess quickly.

Finally, the combination type, that amalgamates the chronological and the functional résumés, gives the most flexibility and is the most effective one for the majority of job-seekers. Since it takes longer to read, emphasize at the beginning the job skills and experience that are pertinent to the job in question. Start with a statement of your career goals and a brief personal profile. Then put the most relevant skills and education at the top, listing them in chronological order, and include community work, any courses that you've taken, and awards that you've received. Ideally, you should have two different types of résumés in your files for various kinds of job applications.

When you prepare your résumé, use an interesting paper to capture the attention of the personnel officer.

Finally, take a long, critical look at yourself in the mirror, and consider the importance of grooming and body language in an interview. Remind yourself to shake hands and to maintain eye contact with the interviewer. Don't perch on the edge of your chair as if you want to escape; instead, sit back, and sit up. Not too much make-up or jewelry, please, and no jeans or T-shirts. All these suggestions will help you to look well-groomed and in control, and will aid and abet your marketing plans for you.

Plan your career campaign carefully, and execute it with energy and commitment, because, after all, *you* are your most important client. ●

*Carolyn Lomax is a Toronto writer.*

## Hot off the press

Help is on the way for new ministry employees in the form of a new orientation package called *Hands-on*. It's full of information about the ministry—who we are, what we do, how we're organized.

*Hands-on* is designed to complement existing orientation programs. If you would like to know more, contact your local human resources representative. ●



*Hands-on orientation package*

## Did you know?

Did you know that one of the best places for career training is right here in the ministry?

A new publication, the *Ministry In-House Training Calendar*, describes 30 courses available to MCSS employees.

If you haven't seen a copy, contact June Harris, MCSS Library and Learning Resources, at (416) 963-2899. The calendar will be updated each year. ●



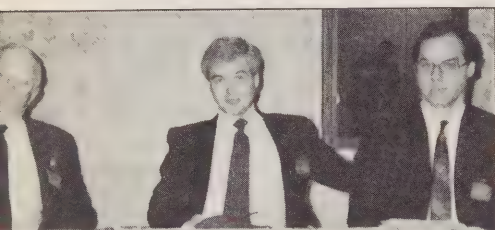
## ROUND THE REGIONS

### Focus on head injury trauma

**H**ead injury has become one of the leading causes of disability among young people, and it was the main topic at a recent conference held in Timmins.

About 50 vocational rehabilitation services (VRS) counsellors and staff in the North Region gathered to hear presentations from an impressive array of experts and specialists in head injury and trauma.

Bob Nelson, executive director of the Association for Neurological Disorders, spoke on "patterning," a method of stimulating brain-injured individuals to help them re-learn. Bob described how up to 30 volunteers take turns moving the limbs of a patient in repetitive patterns in an effort to help the brain remember how to voluntarily move muscles.



*Bob Nelson, along with head-injury specialists Dr. Alan Finlayson and Dr. Scott Garner, were panelists at the VRS conference in Timmins.*

He also participated with Dr. Scott Garner, director of the head injury unit at Hamilton's Chedoke-McMaster Hospital, and with Dr. Alan Finlayson, the hospital's director of rehabilitative psychology, in a panel discussion of issues in head injuries. The discussion focused on specific types of therapy to help the head-injured patient regain motor functions after the trauma.

Both physicians also described their hospital's head injury unit and its involvement with the patient from admission to discharge. They outlined the various types of head injuries, and demonstrated the software the unit uses in computer-aided teaching which is used to help patients regain cognitive functioning.

Independent living skills for people in apartment settings was the focus of a talk by Hedy Chandler, executive director of Ashby House, a group home for persons with head injuries in Toronto.

The founder and executive director of the Ontario Head Injury Association, Ray Rempel of St. Catharines, described the associa-

tion and how to advocate on behalf of people with head injuries. Ray founded the association in 1985, five years after his son was hit by a car while riding a bike. He wanted to show other families how to cope with head injuries. His son Jeremy is now one of Canada's top wheelchair athletes.

The regional staff training representative, Debbie Czabak, who is a VRS counsellor at the Thunder Bay office, provided a look at the changing training needs of counsellors in the north and creative techniques to help meet the needs of clients.

The regional management team met with counsellors to talk about future directions in VRS and ways to maintain quality services.

The two-day conference included a fun bonspiel of mostly novice curlers.



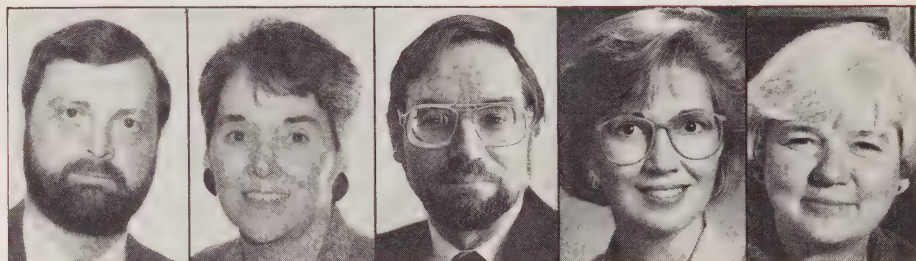
*During a conference "funspiel," Debi Csabak of Thunder Bay VRS appears to be consoling colleague Brian Smith to the amusement of their colleagues.*

The conference is the second of what will be an annual event for VRS counsellors in the North Region. It was organized by VRS staffers Doug Hill in New Liskeard, Debi Soligo in Timmins and George Stevens in Cochrane. It was "a challenging exercise" to put together, says Doug, because the north is the largest region in the province.

Head injury was chosen as the topic for the conference because it is difficult to get the training needed in the north, and "we don't have enough knowledge of this type of disability," says Doug.

The next VRS conference in the north will be held in Thunder Bay. ●

### People on the move



*Ron Bakker*

*Christine Macartney*

*David Court-Hampton*

*Connie McCandless*

*Marg Gallow*

**R**on Bakker is now the director of the Comprehensive Audit and Review Branch.

Ron has returned to the ministry after successfully completing developmental assignments with the Pension Commission and more recently as general manager, operations, with the Pay Equity Commission.

He replaces Bob Glass, who is now

director of Rent Review, Ministry of Housing.

Christine Macartney has become director of the Strategic Systems Development Branch. She was previously manager of information resource management unit A.

David Court-Hampton has been appointed assistant director of the Strategic Systems Development Branch. In his previous position as systems manager, he was responsible for the development of the majority of strategic systems to date.

Connie McCandless has been named director of the Technology Support branch. She has worked extensively in the private sector and holds degrees in computer science, business administration and psychology.

Marg Gallow, administrator of Huronia Regional Centre, has also assumed the duties of area manager for the Barrie Area Office.

### COMING UP

**September 24-27 Focus on Child Abuse: Facing the Challenges Together.** The 4th annual national conference on child abuse sponsored by the Institute for the Prevention of Child Abuse. Location: Airport Hilton, Toronto. For information contact Dorothy Malcolm or Evelyn Petryniak at the institute, 25 Spadina Road, Toronto M5R 2S9; tel. (416) 921-3151 or Fax (416) 921-4997.



## Thunder Bay clerk makes a clean sweep of it

It's not too many people who can say they're the best in the world, but Diane Adams can.

The rehabilitation accounts clerk with the Thunder Bay Area Office is part of the world champion curling team. In fact, 1989 marks the second consecutive year that Diane has earned that title, which is the highest possible among amateur curlers. Her team won this year's world championship in Milwaukee, Wisconsin in April, and won the 1988 championship as well.

Diane's team curls out of the Lake Ladies (Thunder Bay) Country Club. Diane herself is an old hand at the sport of curling, beginning in public school. She won her first trophy at the age of 12.

Diane, a quiet and reserved person, said the championship was a nerve-racking time for the team. "All members were under a lot of pressure and stress as the team went into the world championships being the Canadian champs," she said. "There's a lot expected of a team bearing this title," as Canadians are



*Concentration pays off for Thunder Bay's Diane Adams. She has been a women's world champion curler for two consecutive years.*

among the most avid curlers in the world.

How did the team prepare for the competition? The women planned their strategy over dinner or breakfast and read the statistics on the various teams and rocks. Then it was on to reading the ice, and timing the shots from one hog line until it came

to a halt.

Sweeping with the brooms plays an important part in this game and it is up to the team's "lead" and "second" to be on the spot. Diane was extremely valuable to her skip (captain) in this regard; playing second, she held the time watch, judged when to sweep the rocks and had an 89 per cent accuracy rating overall in her shots.

Like every winning team, the champs have their superstitions. If they win a game, they wear the same socks at the next game. And the team will *never* read a newspaper while competing!

What makes a champion team? According to Diane, it's compatibility, respect, skill and flexibility. It's also confidence, the ability to adjust to new conditions and practice, practice, practice.

Diane's team is looking forward to another busy year. Promotional dinners, interviews, a trip to Switzerland and of course, having a spot in the Canadian championships to be held in Ottawa are part of their plans—and, if they remain true to form, yet another trip to the world championships in 1990 in Sweden. ●

**Joan Nishimura**

*Thunder Bay Area Office, Northwest Area*

## "Bye, Honey!"

When Honey King first came to the ministry's north west Toronto office to become a job placement officer in Vocational Rehabilitation Services, she was surprised and pleased with the enthusiasm her arrival generated among her co-workers.

It wasn't until much later that she found out the reason for her warm reception: it seems the position had been vacant for months, and in the interim Honey's colleagues had been valiantly struggling with the extra work! Her arrival, of course, meant a much easier workload for everybody—so it was no wonder everyone was so glad to welcome the new arrival.

Friends, colleagues and clients reminisced over this and other stories about Honey in a laughter-filled gathering held to bid their friend farewell as she retired from the ministry at the end of February.

It was an opportunity for co-workers and friends to acknowledge Honey's considerable contribution to VRS, as well as an opportunity to hear Honey—renowned as a



*Louise Monfette of Toronto and Phyllis Tiffany of Hamilton, both program supervisors, share a humorous moment with Honey King.*

raconteur of talent and wit—speak humorously of her six-year career with VRS.

Jim Alley, a job placement counsellor with both the north east and south east Toronto offices, was master of ceremonies for the tribute to Honey, which was attended by ministry staff, employers and current and former clients of Honey's.

Tatiana Benzaquen, manager of direct services in the Toronto north west office, said Honey's enthusiasm and commitment to the job were

what made her an outstanding job placement officer. Combined with that was her creativity in finding jobs for her clients—almost anyone who employed people could expect to be approached by Honey with queries about potential jobs for her clients. "She took any and every opportunity to make contacts."

Honey's "charge-ahead" enthusiasm was tempered by a winning sense of humour and joie de vivre, said Tatiana.

Honey and husband Gerry had little time to enjoy the sense of leisure that usually accompanies early retirement. The couple has already opened a family business, a bed-and-breakfast establishment in Bloomfield in Prince Edward County, near Sandbanks Provincial Park. ●

## We'd like to clarify...

An item in our Spring issue called *London duo learns the importance of CPR training* should have indicated that CPR training at the London Detention Centre for Youth is in the capable hands of staff training officers Mary Marson and Gordon Hardwick of CPRI in London. ●



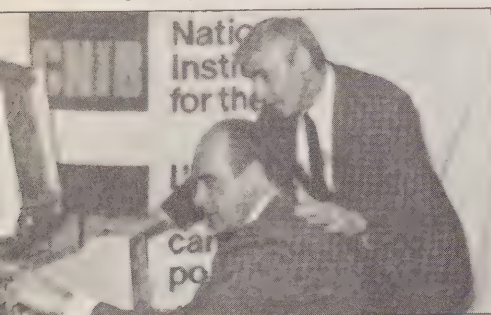
## ROUND THE REGIONS

### Volunteers of the Year honoured

The Minister's Award for Ontario's outstanding volunteer in community services in 1988 has been presented to Larry Knapp of Sault Ste. Marie.

An artist and musician, Mr. Knapp was among the 40 individuals from throughout the province nominated for the ministry's annual volunteer Community Service Awards.

Mr. Knapp has worked to promote the need for accessibility and barrier-free design for buildings. For 12 years, he has been an active



Photos by Bob Clark

*Larry Knapp, the 1988 Volunteer of the Year, demonstrates a computerized aid for the blind to Minister John Sweeney.*



*Eight ministry employees from the Central Region were honoured with staff volunteer awards. They were (seated, from left): Pamela Beacock, Vera Bullen, Ellen Sheepway, Lisa Wice and Carole Holmes; with (standing, from left), Parliamentary Assistant to the Minister Tony Ruprecht, James Henry Ferry, Walter Wojcik and Glen Brubacher.*

volunteer with the Sault-Algoma Advisory Board of the Canadian National Institute for the Blind (CNIB), three of them as chairman. In his volunteer work, he has also been head of the public relations and fundraising committees and has provided direct services by training people in maintaining their independence.

"Larry's achievements are particularly remarkable because he is totally blind and travels independently with the assistance of a white cane," said Lou St. Jules, current

chairman of the Sault advisory board.

Mr. Knapp has also volunteered with the Northern Ontario Art Association, the March of Dimes and with the Sault Ste. Marie (Algoma) Presbytery, among other groups.



*Recipients of the North Region staff volunteer awards Mac Rennie, Minister John Sweeney, Carol Conroy and Denis Labelle.*

The award was presented in April in Sault Ste. Marie at a dinner held to honour Community Service Award winners and ministry staff volunteers in the North Region. Similar gatherings were held in the Southwest, Southeast and Central regions.

It's estimated that in Ontario, 1.9 million volunteers donate the equivalent of \$57 million worth of work every week, or \$2.5 billion a year. ●

*Note: Photos of the Southwest and Southeast Region staff volunteer recipients were not available at press time. They will appear in the Fall issue of Dialogue.*

### Four decades in the public service

A special gathering was held at Midwestern Regional Centre near Palmerston at the end of February to mark the end of an era at the facility. Lloyd Norman, the centre's longest-serving employee, retired after 25 years of service at Midwestern and almost 40 years with the Ontario Public Service.

Lloyd formed part of the original management team which established, opened and operated the Midwestern Regional Children's Centre, as it was first called. He worked alongside the late Dr. Gordon Graham and the late Ina Colquette.

Lloyd's career with the OPS began in September 1949, as a "calculator of old age pensions" in the then-Department of Welfare, located at the Parliament Buildings, Queen's Park.

In 1952, Lloyd transferred to the Department of Health, working in accounts payable and receivable at 999 Queen Street Asylum (now the Queen Street Mental Health Centre). In 10 years at Queen Street, Lloyd received several promotions,



Phyllis Moore

*Lloyd Norman, third from left, and his wife Barb, share a moment with (left) Midwestern administrator George McArthur and Murray Hamilton, regional director of the Southwest Region, at Lloyd's retirement party.*

becoming the assistant business administrator.

In 1962, Lloyd transferred to the Ontario Hospital, Aurora, as the business administrator, returned to Queen Street in 1964 briefly and then in November of 1964 was appointed to the position of business administrator at the "Ontario Hospital School" in Palmerston. As the plant construction wound down, Lloyd assumed the responsibility for the operations or support services side of the new Midwestern Regional Children's Centre, which officially opened in January of 1966.

Since that time, Lloyd has served continuously on the centre's manage-

ment team as the business administrator with Dr. Gordon Graham, and as the assistant administrator, support services, with George McArthur.

On February 28, past and present co-workers joined Lloyd and his wife Barb to wish him a successful and happy retirement. Gifts were presented to Lloyd as a memento of his years with the public service, including a winter-scene art print by a noted artist which was presented by Larry Tomlin on behalf of the Midwestern staff. ●

#### Harold Forbes

*Staff development officer, Midwestern Regional Centre, Palmerston*



## Dialogue's a winner

**D**ialogue was a winner at the recent FORUM awards, which recognize excellence in Ontario government communications.

*Dialogue* itself was presented with a silver award in the "internal employee publications—three consecutive issues, staff co-ordinated" category. The award was presented to Julia Naczynski, Robert Miller and Debbie Adamson.

Three stories were winners in the "internal communications—feature story, staff written" category.

*All in the family*, a story about Midwestern Regional Centre's Familyhome program in the Winter 1988 issue of *Dialogue*, won an honourable mention. The story was written by Prudence Whiddington, a writer with the Communications and Marketing Branch.

*A night in the life of volunteer 401*, a first-person account about staffing a distress centre's telephone lines, also received an honourable mention. The story was by Elizabeth Marsh, also a writer with the branch, and appeared in the Spring 1988 issue.

*Wilderness adventures strengthen team spirit for Waterloo staff*, about a trip taken by Waterloo Area Office staff to Project D.A.R.E., was another winner in the same category. It was written by Dave Rudan, a communications co-ordinator with the branch, and appeared in the Summer 1988 issue.

In addition, a series of photographs showing Lambton Rural Child Care in action won honourable mention in the photography category. The photos, taken by *Dialogue* editor-in-chief Robert Miller, appeared in the Winter 1988 issue and in the ministry's new orientation program for new employees. ●

## Name change for book

In the Spring issue of *Dialogue*, our story, "...and they lived happily ever after", told you about a new book that will be published this fall. Originally titled *Age Is Just A Number*, it's about older Canadians and their impressions of old age and life, in their own words.

Authors Richard Lonetto and Joanne Duncan-Robinson advise that the name has been changed to *The Time of Your Life*. The publisher is McGraw-Hill Ryerson Inc. ●

## Bill-paying gets easier, thanks to computer technology

**R**ibbon-cutting ceremonies have officially "opened" the second phase of the Financial Information System (FIS).

The project, spearheaded by the ministry's financial services community, is making it possible for area offices and facilities to input accounts payable data directly into the ministry financial system in Queen's Park. The new process shortens the amount of time it takes to make vendor payments by as much as one week.

The system is designed to improve productivity, customer service, timeliness and will eventually enable remote offices to obtain data and print their own reports locally. Presently, two pilot sites are being tested—Sudbury Area Office and



*The FIS remote input project kicks off in Sudbury: doing the honours are (from left) John Gerhard, district planning officer; Lorraine Potvin, financial clerk; John Manarin, finance and administration manager; Jim Tighe, director of Financial Services; and Richard Rivard, Sudbury area manager.*

Adult Occupational Centre in Edgar—and other offices will be phased in over the next 12 months.

The project manager is Catherine MacDonald. ●

## The smoke moves outdoors



**S** smokers and non-smokers alike are probably aware that the Ontario Public Service—including MCSS and its Schedule I facility workplaces—has become a smoke-free environment. As a result, a new social phenomenon has been observed—smokers gathering to chat and smoke outside government offices.

The OPS policy for a smoke-free workplace, which took effect March 31, means that virtually all government workplaces are smoke-free areas. The smoking ban applies not only to public servants, but also to members of the public who visit government buildings.

To help people who may feel the new policy is a good incentive to quit, the ministry is offering help with smoking cessation programs. Civil servants, unclassified employees and employees at Schedule I facilities are eligible for a one-time reimbursement of up to \$100 for the cost of enrolling in a smoking cessation program.

For more information, contact Malcolm McDougall, the ministry's occupational health and safety co-ordinator, at (416) 965-7991. ●

## THE LAST LAUGH

The human brain is an amazing organ. It starts racing as soon as you get up in the morning and doesn't stop until you get to work.

\*\*\*\*\*

The Six Project Stages:

- 1) Wild Enthusiasm
- 2) Disillusionment
- 3) Total Confusion
- 4) Search for the Guilty
- 5) Punishment of the Innocent
- 6) Promotion of the Non-Participants

\*\*\*\*\*

A neurotic is someone who is self-employed and doesn't get along with their boss.

\*\*\*\*\*

Do you ever find yourself in an awful situation? Here's what to say when it seems like there's just no way out: "If you need me, I'm on the roof of the building. I'll be down in a second."

\*\*\*\*\*

Nothing makes a person more productive than the last minute.

\*\*\*\*\*

We blame fate for other accidents, but feel personally responsible when we make a hole-in-one.

\*\*\*\*\*

*Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to: The Editor, Dialogue, 7th Floor Hepburn Block, Queen's Park M7A 1E9. ●*



# Reader's Survey: We get our report card

**R**esponses to our Reader's Survey in the Winter 1989 issue of *Dialogue* have been tallied and the result is a very mixed bag of compliments, criticism, comments and suggestions.

Our thanks to those who took the time to reply. We appreciate the feedback and, as most of your suggestions were good ones, we plan to act on most of them.

Besides specific suggestions and ideas for stories for *Dialogue*, many readers had additional comments to make about the magazine—some laudatory, others critical.

"Keep up your good work—I enjoy the front-line information, especially some of the more obscure ministry programs," wrote one Southeast Region reader.

"The overall reporting style and layout is excellent," commented another Southeast Region reader.

"Good coverage, interesting articles, a good-looking presentation. Makes me feel good about MCSS. Thanks!" wrote a Southwest Region employee.

Commented a Central Region reader: "I think you're on the right track. Things have been improving

steadily over the past year or two, especially the quality of the writing."

One Central Region reader was particularly negative in his/her assessment of the magazine. Although s/he rated *Dialogue's* general appearance and photos as excellent, s/he said the quality of stories and content was poor and wrote of the coverage of ministry people: "Where do you find these people? Don't recognize them as described."

This reader suggested "a little reality therapy."

Another Central Region reader had this to say about the magazine:

"Often articles read like technical manuals. How about some humour and items on things other than how wonderful we civil servants are!"

However, this same person had this to say: "Thank you for all your efforts; not easy to please everyone, is it! (Keep on trying tho'.)"

## Questions and queries

We found many opposing views among the responses. "I would like to see more stories on people who have left or are about to leave the ministry," wrote one Southwest Region reader. But another com-

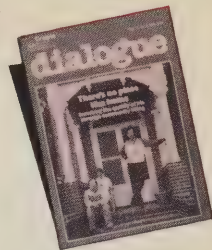
mented: "More announcements about new programs—less about people (it's not a social journal!)"

Some people said the stories were too long; others felt they were too short. "Sometimes brevity of information sacrifices accuracy," observed one Southeast Region reader.

In *Dialogue* we try to pass on practical ideas that our readers can use; for example, how London Area and Regional Office staff organized a community consultation on the Multi-Year Plan (Fall 1988), or a summary of the Social Assistance Review Committee's *Transitions* report (Winter 1989), or how co-op students can be an asset to your workplace (Summer 1988).

Sometimes stories may be too technical for the general reader, but for those whose work involves these subjects, we hope they offer some ideas they may not find elsewhere, or at least direct them to people who have been through similar experiences.

One Central Region employee said the magazine "desperately need(s) a letters-to-the-editor section to spice things up." We have published letters to the editor in the past (and solicited them too). However, we can't print 'em if we don't get 'em—so, send them in.



## How readers rated *Dialogue*

**P**lease note that most of the figures given here do not always add up to 100 per cent because some people gave more than one answer for some questions, or gave no answers for others.

The tally of responses showed that 84 per cent of those who replied to the survey were ministry employees; the rest were individuals who read *Dialogue* because it is of professional interest. These included social workers, mental health professionals, teachers and people who work for social service agencies.

Among ministry employees who sent in surveys, 26 per cent were

from Southwest Region, 22 per cent from Queen's Park, 14 per cent from the North, 10 per cent from Southeast Region and eight per cent from Central.

A total of 64 per cent of respondents said they read most of *Dialogue*, 20 per cent said they read all of it, 12 per cent read some of it, and two per cent read little.

Some 34 per cent of reader-respondents keep their issues for future reference, 30 per cent put it where others can see and read it, 26 per cent toss it away after reading it and 16 per cent give it to others to read, such as family or co-workers.

The most-read items—those

which people said they "always" read—were the cover story (42 per cent), Round the Regions (40 per cent), and features with photos (38 per cent).

*Dialogue's* general appearance was rated as "excellent" by 60 per cent of respondents and "good" by another 34 per cent. The quality of the stories was rated as good by 62 per cent and excellent by 24 per cent. A majority of respondents (70 per cent) said they would like to see *Dialogue* continue to be published four times a year. Twenty-two per cent said they would like to see it published more frequently and two per cent said they would prefer it less frequently. ●



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Vol. 12, No. 4, Fall 1989

# dialogue



## To the best of our abilities

Also inside: • John Sweeney reflects on four years as minister  
• Whitedog and Grassy Narrows—on the way back





Ministry of  
Community and  
Social Services

Charles Beer  
Minister  
Valerie A. Gibbons  
Deputy Minister

## dialogue

DIALOGUE is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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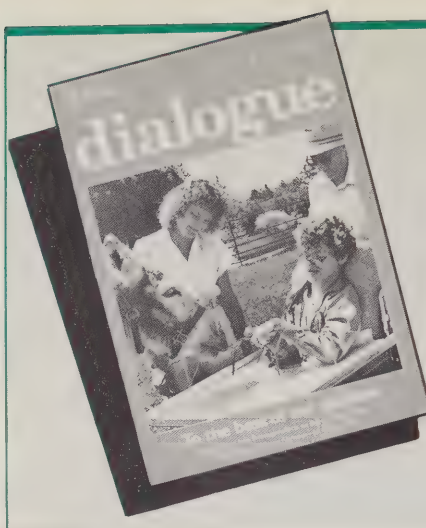
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**COVER:** It's not often that city folk can get a taste of the country life, but Wind Reach Farm near Whitby makes it possible. The farm has been made accessible so that the able and less-than-able can easily make their way around fields and pastures while meeting farm animals. In our photo, Patsy the donkey receives a tasty treat from visitor Marie Hoogsteen, observed by Wind Reach activity director Sandra Hearn and volunteer Grant Hedges. See our story about Wind Reach Farm on page 7. Photo by Prudence Whiddington.

## Charles Beer takes on two new roles

Charles Beer, the new Minister of Community and Social Services and Minister Responsible for Francophone Affairs, is no stranger to the workings of government.

From 1972 to 1975, he was senior advisor on intergovernmental affairs for the Ministry of Treasury and Economics, and served as Ontario's director of citizenship from 1975 to 1977. Prior to these positions, he was special assistant to the Ontario Advisory Committee on Confederation, and served as the first executive secretary of the Ontario-Quebec Permanent Commission created to foster relations between the two provinces.

In 1977, he joined the staff of former Liberal leader Stuart Smith, where he remained until David Peterson was elected leader.

Elected the Member of Parliament for York North in 1987, Mr. Beer became parliamentary assistant in the Ministry of Education.

In the period between 1981 and his election to office, Mr. Beer was a faculty member and assistant headmaster at Pickering College, and during 1986, while on leave from the college, he served as director of the Canadian Educational Standards Institute.

Born in 1941, Mr. Beer was educated at the University of Toronto, York University and Laval University, where he pursued post-graduate studies in Canadian history. He is also a graduate of the National Defence College in Kingston.

He and his wife Mary Anna have two children.



Charles Beer

Mr. Beer's appointment was announced as part of a reorganization of the Ontario Cabinet which includes the creation of five Cabinet committees dealing with priority issues. Mr. Beer will serve on the new Education, Training and Adjustment Committee and on the new Drug Abuse Committee.

Mr. Beer replaces John Sweeney, who had served as the Minister of Community and Social Services from 1985. He is now Minister of Housing and Minister of Municipal Affairs. ●



# The Sweeney years

*An interview with the former minister*

In his last month at MCSS, John Sweeney took time to reflect on his four years as minister. He was interviewed in his office by *Dialogue* editor-in-chief Robert Miller and editor Julia Naczynski. Excerpts from the conversation:

## Would you say that the image of the ministry has changed?

I think its profile has been heightened... I think people have seen us become much more professional, more businesslike, and at the same time, much more sensitive and aware of the needs of other people.

## What accomplishments do you feel proudest of?

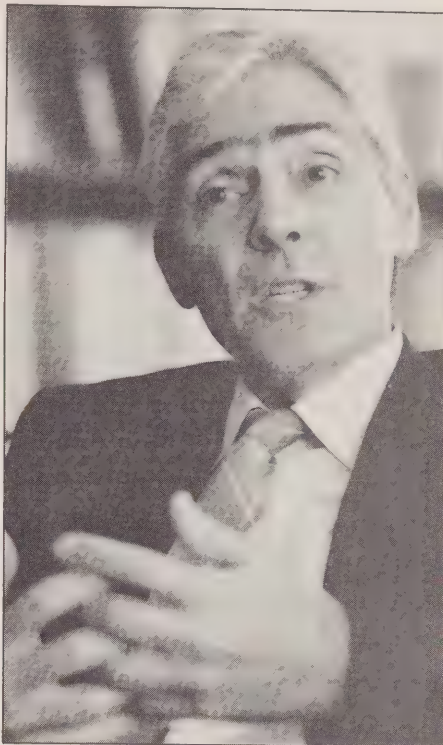
I think the morale of this ministry has improved considerably... My sense is that people feel they've got more opportunities to participate in what this ministry's all about.

I've been very pleased with our growing and improving relationship with the Ministry of Health.

From a programming point of view, there's the implementation of the Adoption Disclosure legislation. I think that should have been done a long time ago...

I guess if I had to pick one thing that we've done that I'm most proud of, it's the establishment of the native children's aid societies... We're now serving well over 60 bands in the northeast and the northwest.

I feel good about the introduction of the Integrated Homemakers Program for the elderly and the disabled... I think it's a very valuable program. My only regret is we haven't expanded it as much as I'd



*John Sweeney, former Minister of Community and Social Services*

like to see it expanded, but I think this joint venture between Health and ourselves is going to see that done.

I'm very pleased, obviously, with our social assistance reform. That's something we worked on for three years. It had its ups and downs; I wondered whether we were ever going to do it, but we did and I think we've done it quite well.

Those are probably some of the highlights.

## When you first asked George Thomson to look into social assistance reform and the committee was formed, what were you hoping they would accomplish? What was the goal?

I think three things. The first one was to give us a much clearer picture of who our clients really were, and the kinds of needs that they had, the extent to which we were either meeting them or not. That was the first thing—"What's out there? What are the needs? Who are these people? How are they being served now, or not served now?"

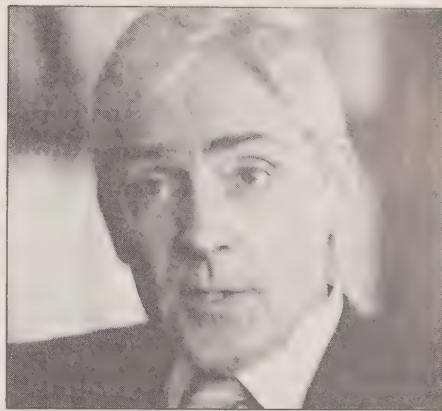
... It was about 25 years since the former legislation was written and obviously people have changed.

Basically what we said to George (was), "We know we have to make some changes; that's not the issue. You don't have to tell us to change."

"What we're asking you is, give us a better idea of what's out there and then come in with the second purpose of the review: make the recommendations, give us a plan... as to how we ought to proceed—not just into 1988-1989, but right over the next decade, right, if you think you can, into the next century."

The third thing we wanted was a breaking-down, if you will, the mythology that the public had.

So—a clear picture of what's out there; a clear sense of direction as to what we ought to do, not just for today but for the foreseeable tomorrow; and breaking down the myths that, in my judgment, were making it very difficult for any government to make the kinds of changes that ought to take place—because one of the things we know as politicians is



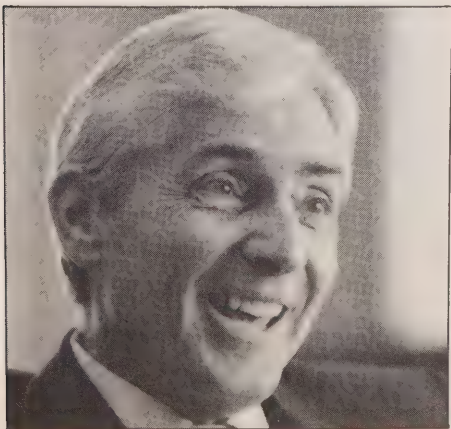
Photos by Brian Pickett

that you've got to get the public on your side if you really want to make significant change. They have to believe that the change, A, is needed, and B, that the direction you want to go is the best way to go.

## The reforms that have been announced so far—do you feel that they are going to accomplish what you first set out to do?

Yes, I think so. Keep in mind, however, that I've only announced reforms in the first phase, the first stage of the report. The report stated very clearly—and I agree—these are the kinds of things that have to be done before you can do anything else; for example, the whole question of adequacy.

If people are hungry and homeless,





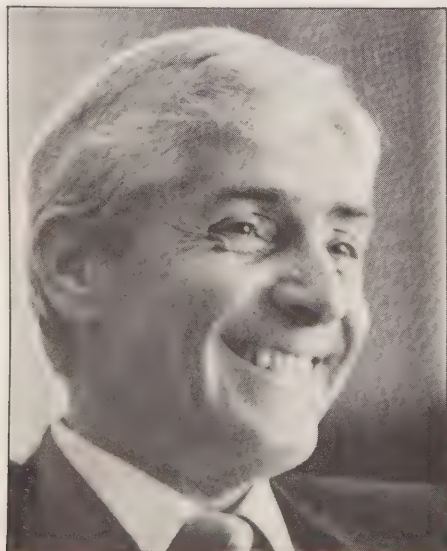
wondering where their next meal is coming from or whether they're going to be able to pay the rent, then they really aren't open to being helped in many ways that they need to be helped. So you really have to deal with the adequacy question first.

The second question we had to deal with was the way in which we administer our system, and we got a number of recommendations there as to how we relate to our clients and the degree to which we spend time helping them turn their lives around as opposed to just handing them a cheque.

And that ties very much in with the second major announcement that (was) made, and that's the whole change of thrust with respect to people getting back into the workforce, becoming independent again; a range of incentives as opposed to disincentives—dealing with the fact that single mothers with young children simply need guaranteed child care; that people who have been out of the workforce for many, many years need upgrading and retraining if they're going to be qualified for the jobs that are available out there; that you have to provide an incentive for people to earn that extra dollar as opposed to taking every cent of it away. All of that is built into the second part of our announcements.

The next steps, obviously, are (that the government) has to rewrite our legislation, because some of the things we want to do can't be done under the existing legislation. We need to work very closely with the federal government and other ministries to do such things as the children's benefit and disability benefit program.

And we need to ask ourselves, how



do we provide help for what's often referred to as the working poor?—people who are not on welfare, but who are right on the margin.

### How difficult was it to sell social assistance reform to your colleagues in Cabinet?

It was like a roller-coaster... In fact, the day after I got [the *Transitions* report] I had an opportunity to make a 15-minute presentation to all of my caucus colleagues. That 15-minute presentation lasted an hour and a half, and no one objected...

I think perhaps the biggest selling point was the fact that... of roughly a little over 500,000 people who receive social assistance, 215,000, or 40 per cent, were children. That just blew their minds completely...

So then we spent the next six months educating the public as I had educated my own colleagues...

The sense of public support grew and grew; the sense of media support grew and grew... Because we spent the time in being sure that the public understood *what* we wanted to do, *how* we were going to do it, *why* we were going to do it, why it was a *good* thing to do, getting them on side made a tremendous difference.

And getting a lot of groups of support on our side who went out and became our salespeople—getting the churches, municipal governments and our support agencies on our side, getting business on our side, getting Conrad Black on our side.

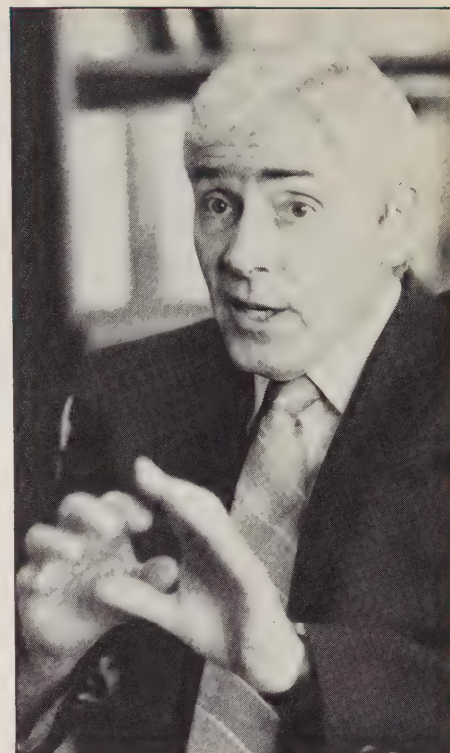
### It was a unique coalition.

Yeah, it was fabulous!

... There was obviously resistance from the Treasury Office. I mean, they could find an awful lot to do with \$400 million. They really questioned whether or not it was going to make any difference. So we had to constantly be briefing them and negotiating with them.

### How did you feel about the reaction you received after all the reforms were announced?

Just great. People kept saying over and over again, "I don't believe it. There's nobody objecting to this." ... The support groups who tend to say it's not enough, it's too late, all said, this is a really good beginning. They pointed out to us that it's not finished, obviously.



The battle is far from over. The implementation stage is going to be every bit as difficult.

### You must feel gratified that the ministry's budget is now the second-largest in the Ontario government.

Well, given the range of people that it supports in this province, I think that's where it ought to be—particularly when you understand that it's dealing with the most vulnerable people in society, whether it's the elderly or the disabled or young offenders or single parents, women who've been abused, children who've been abused, native people.

### Is there anything you would like to say to *Dialogue* readers?

Thank you for their support over the years; it wouldn't have been possible without it. Congratulations to them for all that they've done, because they've been very much a part of what we've done; and don't let your defences down.

Keep fighting and keep working, and realize that what you're doing is very valuable and important work. Because you can look back over your shoulder at any point in your life, and realize that there are thousands of people who are better off than they would have been, had you not provided the services that you have.

It's a great way to assess the validity of your life, and the work that you've done. ●



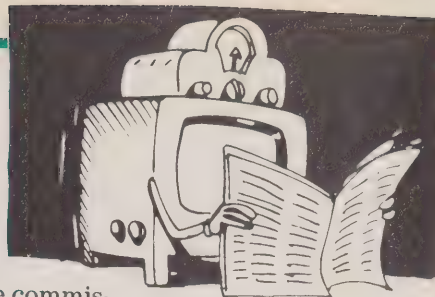
# Disability issues poorly covered in media

Canada's news media are not doing an adequate job of covering issues concerning people with disabilities and handicaps, says a report by a federal parliamentary committee.

The report, *No News Is Bad News*, says coverage of "disabilities" issues is sporadic, limited and in some ways distorted. The focus tends to be on human-interest stories rather than on services and policy issues, it says; disabled persons rarely speak on their own behalf, and most images are negative, showing people with disabilities as in need of charity.

The all-party committee commissioned several research studies which found that disability-related news stories rate front-page coverage less than eight per cent of the time, even though 13 per cent of Canadians are people with disabilities. People with handicaps are often portrayed as "victims" and much coverage lacks sensitivity, the report says.

Canadian media organizations employ very few people with handicaps, even though three million people in Canada have physical or mental handicaps.



The media should "critically self-examine" their approaches to issues involving disabled people, says committee chairman and MP Patrick Boyer.

The 108-page report offers 27 recommendations, including the need to develop guidelines for the depiction of disabled persons in advertising and a suggestion to assign specialist reporters to cover issues about disability. ●

## Community living and the Lord Report

*Independence and Control: Today's Dream, Tomorrow's Reality* is a recently-released review of the support service needs of adults with physical disabilities in Ontario.

The review was prepared for the ministry by the Centre for Research and Education in Human Services of Kitchener. Also known as the Lord Report (for research team director John Lord), the report is the first step in developing community living options for physically disabled adults, similar to *Challenges and Opportunities* (the Multi-Year Plan for people with developmental handicaps).

The review found that certain core needs of physically disabled adults are often unmet, including financial security, health, safety and personal growth. While support programs have contributed enormously to personal development and independence, attendant care is underfunded; in fact, the real need for attendant care is estimated to be as much as 10 times higher than current levels of service, says the review.

The review found a lack of co-ordination among agencies providing service to individuals because most people receive support from two or three agencies and several attendants.

The 44 recommendations in the review include:

- designing support services which are community-based and non-

medical in approach;

- attendant care services designed to reduce disabled persons' dependence on family and friends;
- development of a plan by MCSS and the Ministry of Health to move inappropriately-placed physically disabled adults out of chronic care institutions and nursing homes over the next five years (about 1,000 Ontarians live in such situations);
- the set-up of pilot projects in "brokerage"—a system that assists clients in finding appropriate services and resources.

Copies of the review can be obtained from the Services for Disabled Persons Branch, 11th floor, 700 Bay St., Toronto M5G 1Z6 (tel. 416-965-4945). ●

## Most accessible university in Canada



Carleton University in Ottawa is the first university in Canada to provide 24-hour attendant care for students who are disabled and who live in residence.

The university also has an underground network of tunnels linking all buildings, which makes the campus fully accessible no matter what the weather. ●

## A source of untapped talent

A talent agency in North York representing disabled actors, models, artists and extras is doing its best to break down barriers in the entertainment field.

According to Susan Charness, founder and operator of C & M Talent, there is a genuine need for performers with disabilities. Directors often cast an able-bodied person in the role of a disabled person, which makes no sense given the number of disabled people who could more realistically portray the character, she says.

Susan, herself disabled as a result of polio, is very enthusiastic about her service. "When I was growing up there were no disabled people in advertisements, television shows or movies. But we go shopping and watch movies just like anyone else. It's about time we were represented in this business."

Working with organizations such as Easter Seals and Variety Village, Susan has found actors and models just waiting for work. She has pitched her service to talent scouts and has had a good response. One of her clients worked as an extra in the new movie *Stella Dallas*, starring Bette Midler, while others have acted in commercials for The Bay and Woolco. In June, Susan provided 12 disabled models, amid a cast of 24, for a fashion show held at Scarborough Town Centre, a shopping mall.

For more information on C & M Talent, contact Susan at (416) 636-6060. ●

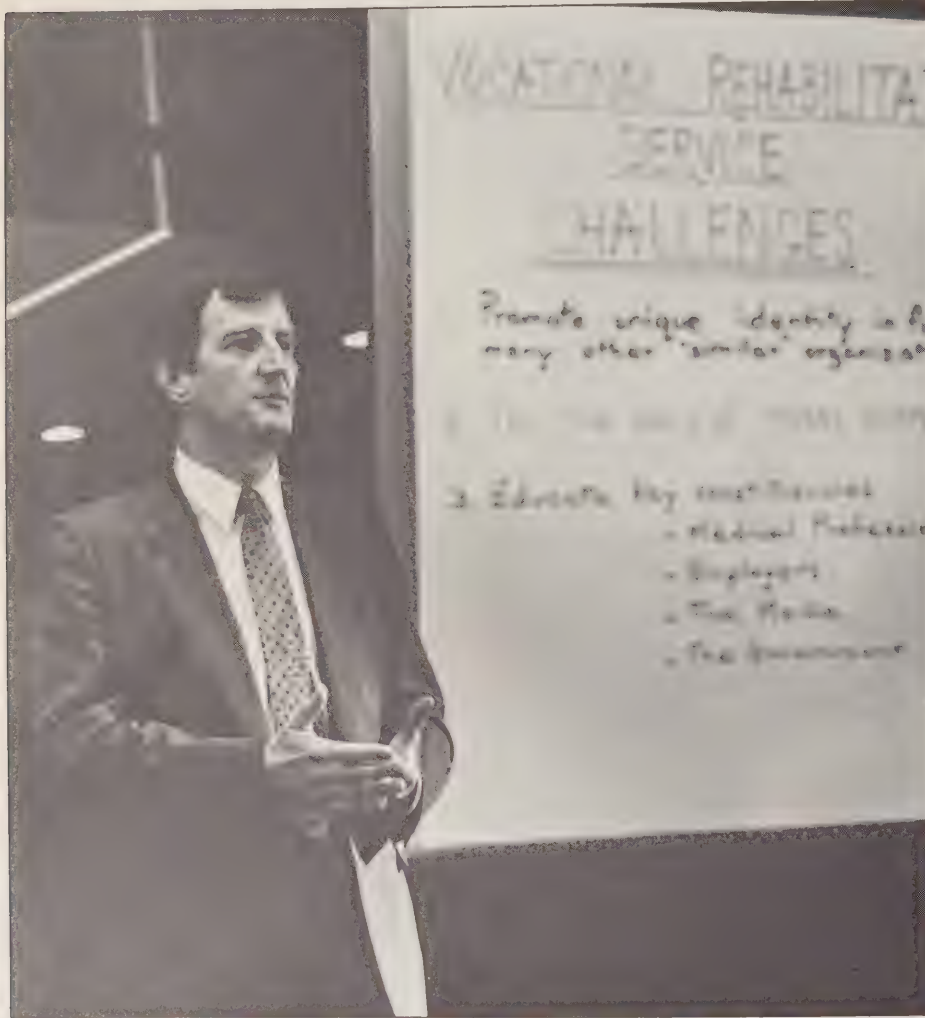
—Carol Latimer



# What's a VRS counsellor?

*No wonder there's an identity crisis among VRS people—their roles include salesperson, engineer, technical whiz and medical expert*

Story and photo by Dave Rudan



**Consultant  
Peter Barrow  
of Barrow  
Communications  
lists a few of the  
challenges  
facing VRS  
counsellors.**

counsellors are also fine social workers due to the sensitivity and understanding they must have to appreciate a person's needs, aspirations and what will motivate people toward independence.

To add to the confusion, VRS counsellors also have to "sell" to employers the concept of employing people with disabilities.

"Actually we had a session up north in the late '70s with a sales manager of an insurance company talking to us about 'cold calls' and selling technique," said Peter, describing the trend toward the use of advertising to promote the employment of disabled people. That trend was accelerated in 1980 with the Ontario government's campaign to reach prospective employers during International Year for Disabled Persons and such ads as the award-winning *Label Us Able* campaign.

Meanwhile, VRS employees are continuing to work together toward common goals. "We have gone from a group of isolated individuals to a working team," said one of the participants in response to the question: "In your opinion, has the VRS renewal process been a positive or a negative activity for the program in the Southwest?"

To maintain the momentum, an action plan for the Southwest Region VRS staff has been supported and the VRS group plan to meet again in October to review their progress. ●

*Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.*

Vocational rehabilitation services staff are frustrated and worried, according to the results of a professional development survey of Southwest Region VRS employees.

"We need an identity," wrote Elizabeth Eyre of Guelph. Another counsellor was afraid that VRS would disappear if management didn't act on the recommendations of a public relations task group.

For two days in June, 70 VRS staff from the Southwest Region met at London's Radisson Hotel to respond to the reports of five task groups that had been working together since February under the co-ordination of Carol Kenny-Scherber. The event was part of a "VRS renewal" that was recommended in September 1987 by VRS staff

during a breakaway.

So what is a VRS counsellor? "They're specialized employment counsellors for people who are disabled," said Peter Crichton, manager of agency relations for the Operational Co-ordination Branch. VRS is "a very specialized field and you need a sense of identity."

But what category does the job fall under? That's not as easy to define.

Counsellors know a great deal about disease and human anatomy—but they're not medical practitioners. They have to be up to date with developments in applied technology, mechanics and robotics—but they're not engineers.

They're excellent career counsellors because of their in-depth knowledge of occupations. VRS



# At Wind Reach

*Country air and sunshine are available to all who make their way to this remarkable place*

Story and photos  
by Prudence Whiddington



**T**he name is on the signboard, in the trees at the entrance to the driveway: WIND REACH FARM.

Above the words is set a small carved plaque showing a tree and two people. One figure is standing up, the other is using a wheelchair, but both are doing the same thing; they're picking fruit.

The plaque indicates what Wind Reach is all about. The farm offers every visitor, disabled or not, the opportunity to experience as many aspects of a farm as possible and to enjoy being close to nature.

Founded in 1984 by Scottish-born Sandy Mitchell, who divides his time between Ontario and Bermuda, the farm covers 105 acres of rolling countryside in Durham Region near Whitby.

Up the driveway, alongside the river, up the hill and through the fields past Sandy's house—and there's the Visitor Centre. It has ramps, wide doorways, reachable books and exhibits, and easy-access washrooms with sliding doors.

By the Centre, the wide patio is paved so that wheelchairs can move about easily. From the Centre, the farm extends in all directions. The recently planted dwarf apple trees—850 of them—create an orchard. Sheep graze in the pasture, trees and shrubs cloak the boardwalk through the swamp. The large outdoor map shows the paths and buildings, including the 100-year-old barn.

Sandy has transformed his land into an accessible farm, while retaining natural areas. He has a lifelong enthusiasm for the outdoors—for the work and play, the learning and relaxation, that only personal experience of the outdoors can bring.

Sandy's deep-rooted interest in the land extends far beyond the satisfaction he himself gains from his property. He has cerebral palsy, and his goal is to offer an opportunity to others who have disabilities to share his enjoyment. Those who

come share freely, for at Wind Reach no charge is asked for the sharing.

**O**ne day in late June, Janet, Mary, and Marie, Stephen, Kelly and Murray—men and women from the Participation House Project (Durham Region), in Oshawa—came to visit Wind Reach.

They arrived by special van, accompanied by two members of the Participation House board of direc-

tors as well as a volunteer, a staff member and the driver.

Lunch was first, on the veranda of the Visitor Centre. Then, a look at the map to decide what to do next. Nobody is expected to follow rules or others' wishes at Wind Reach. You choose what you'd like to do or see—or just sit and enjoy: it's up to you.

Patsy, the friendly donkey, waited to receive guests in the paddock beside the barn.

Patsy is very pregnant. She loves attention, and especially likes fresh-picked, long green grass.

A trip along the shady boardwalk came next, followed by a stop at the pasture, where a dozen somewhat independent sheep finally allowed themselves to be rounded up for closer inspection.

**A**t the hen-house, everyone fed the cocks and hens, and the ducks. Designed by an architect, the hen-house has low windows and wide double doors, to allow children and people who are seated to get a good look inside.

Back at the Visitor Centre, there were cookies and apple juice, also the inquisitive whiskers of the farm's two tame rats. The white one took a liking to Kelly, and sat comfortably and safely on his shoulder for several minutes—a long time, for an adventurous rat.

All too soon it was time to leave.

"We had a great time, thank you!" said the group from Participation House and their friends.

"We'll tell Sandy you enjoyed yourselves," replied the Wind Reach Farm staff.

And so, year by year, a dream is becoming real, a goal is being achieved. ●

*Wind Reach Farm is located at RR 1, Ashburn, just north of Whitby. If you would like to arrange a visit, call (416) 655-4088.*

*Prudence Whiddington is a writer with the MCSS Communications and Marketing Branch.*

## An instant friendship springs up between Patsy the donkey and visitor Mary Adamson.





# Artful beginnings

*Soo artist Peter Maqua is well on the road to success as an artist—and he credits the Soo VRS team for his triumph over disability*

Story and photo by Julia Naczynski

In 1979, Peter Maqua was in an accident that almost killed him. It also gave him a new life.

The accident set in motion a chain of events that led him to discover the spiritual beliefs of his adopted native band, the development of his artistic talents—and to Vocational Rehabilitation Services in Sault Ste. Marie.

"VRS rehabilitated me," says Peter simply. "They helped me to overcome the bitterness of the past."

Today, Peter is one of the brightest stars on the artistic scene of the North. His 200-piece, multi-media art exhibit, *The Creation Cycle*, opened in March in Sault Ste. Marie to rave reviews and is now on a seven-city provincial tour; there is even talk of taking the exhibit overseas to Japan, England and Europe.

Peter is facing a far brighter future than he could have predicted on that day 10 years ago when a car accident—in which a passenger was killed—changed the direction of his future.

Peter was "significantly injured," as he phrases it. He lost a kidney, his spleen, gall bladder and much of his colon (or "half my guts," as he says). He has liver damage due to the number of blood transfusions he needed during 18 surgical procedures after the accident. He has required treatment for perforated ulcers, bowel obstructions and degenerative disease in the hips and spine.

His physical abilities were greatly reduced by a further accident in his studio, ending the career he'd planned as a potter. Then there was the anxiety, confusion, depression and on-going physical pain.

Peter credits his recovery to two factors. One is the emotional and spiritual support of his native beliefs. Peter, who was born in Oshawa, adopted at the age of two weeks and orphaned at 16, was adopted as an adult in Lac La Croix as a member of the Ojibwa nation, when he was given the traditional tribal name of Maqua, or Bear. He was ceremonially adopted in 1977 and is a pipe-carrier for his tribe. The teachings



Peter Maqua stands among some of the pieces from his exhibit, *The Creation Cycle*.

and cultural strength of his native way of life pulled him through, he says.

The other factor was his relationship with VRS in the Soo. He began working in June of 1985 with Neil Lind, who is now special needs officer for Algoma District. Cheryl Sartor-Michel has been working with him since November 1987.

"Peter is a very self-directed person who has been dedicated to a vision since the time of his accident," says Cheryl. "He has pursued this vision with determination and vigilance, and he developed the skills needed to overcome the obstacles."

The vision was the pursuit of Peter's artistic abilities, but he had no formal training; he also needed to work toward gainful employment. "You don't have time, at my age, to develop a career by training," says Peter (he is now 38). He decided to combine the two needs.

With the help of VRS, Peter developed an independent study program at Sault College, which was the first of its kind at the school. "I decided to be an artist instead of getting a paper that said I was one."

The goal of the independent study program was to create all the works of art for a native-oriented art exhibit—*The Creation Cycle*.

VRS provided the tools Peter needed to create the works. These included special work tables that accommodated his physical needs, most of the supplies needed to create the pieces (paints, canvasses, easels), and restoration equipment such as back braces and seat forms to support him physically as he worked. At the same time, Peter contributed a significant portion of the costs as a matter of personal integrity, working out the budgeting with help from his wife, Gabriella Doleske.

VRS also paid the child care costs for Peter's two daughters, Shaiyela and Skye (because Gabriella works, the family is not entitled to Family Benefits).

"Peter's physical abilities are reduced; he can't lift or do anything physically taxing," says Cheryl. "Basically, we provided him with the tools to get on with the independent study program—putting together *The Creation Cycle*."

*The Creation Cycle* is "not just an exhibit; it's an environment," says Peter. It integrates Peter's native beliefs with his artistic skills, bring-



Many of the objects in the exhibit were created by artisans in the Sault community under Peter's direction, such as pottery, weaving and metal work. An Anishinabe musician provided musical compositions and two Guelph musicians recorded the lyrical sound track that is part of the exhibit.

Because of the ceremonial nature of the exhibit, only the non-ceremonial images are for sale. Proceeds go toward the establishment of Bear Arts Studio for Independent Study and Creation in Sault Ste. Marie.

Bear Arts Studio will be an arts centre where other artisans can rent workspace and the use of office equipment. It will fill a real need for artists in the Sault area and in the region, says Peter, and it will provide him with the means to contribute to supporting his family.

His relationship with VRS is ending, and Peter regrets that he cannot show his gratitude in a tangible way. (He would like to paint a mural for the VRS office, but he knows such a gift cannot be accepted.)

says. "They build the program structures that met my real needs for growth, development and rehabilitation."

really understand and to listen to you.” ●

The Creation Cycle will be exhibited at the University of Upper Michigan's Lee Hall Gallery in Marquette, Michigan Sept. 22-Oct. 22. Future showings are planned for Laurentian University Art Gallery in Sudbury and Lynnwood Art Centre in the Town of Simcoe.



Office for Disabled Persons  
Jorge Mas, 1st Minister

***Do You Have An Open Mind?***—the name for a series of print and television ads featuring six people talking about their different disabilities—has captured accolades in Canada and the United States for its portrayal of people with disabilities.

Canadian advertising industry, the U.S. Television and Radio Commercial Festival and a Media Access Award from the California Governor's Committee for Employment of Disabled Persons.

dialogue — fall 1989



# A special kind of crime prevention

*In the street, at home—even in hospital—people with disabilities have to take extra care not to become victims of crime*

by Elizabeth Marsh

“**R**obbing disabled people is becoming more socially acceptable,” says Scott McArthur. He adds, with a wry grin, “It’s called integration.”

Scott has cerebral palsy and gets about in a wheelchair by laboriously pushing with one toe and travelling backwards. Nobody would be mean enough to steal money from him, would they? Yes, they would. Scott has had his wallet snatched from him, on the street, in broad daylight, in Toronto.

You may find this shocking. Scott does not. He’s well aware that disabled people are victims of crime, especially street crime, more often than the general population.

His remark about the perils of integration reflects the fact that more people with disabilities are coming out of institutions to live in the community, and not all of them are ready to cope with more independent living after years in a sheltered environment.

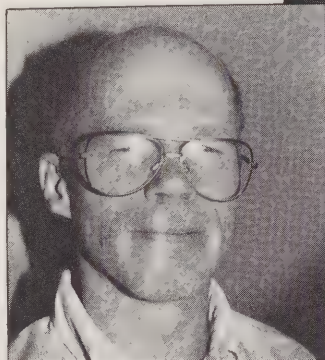
“Sometimes they have no experience at all in handling money and no idea of its value,” says Scott. “It’s easy for anyone to short-change them and cheat them.”

But living in an institution doesn’t guarantee safety from theft either. Scott has lost amounts of cash more than once when he was living in a hospital. Matter-of-factly, he states that people with hearing and speech impairments are at high risk because a thief assumes they won’t be able to report the crime.

“People with cerebral palsy are at high risk too,” he adds, “because it’s assumed we’re retarded and can’t report them.”

Anyone making such an assumption about Scott McArthur is very far wrong indeed. Not only is Scott capable of looking out for his own interests, he advocates for others as well.

Scott is project co-ordinator for C.R.E.E.D. (Crime Risk Education is Essential for the Disabled), a project



Rose Martelli, an intern with the ministry’s Human Resources Branch, shows a specially-made bag—with secured handles and tamper-proof zipper—that deters would-be thieves from removing the bag or its contents. It’s a street-smart item that would win the approval of C.R.E.E.D. co-ordinator Scott McArthur (inset).



Brian Pickell

developed by the Ontario Federation for the Cerebral Palsied (OFCP).

C.R.E.E.D.’s objectives are two-fold: to educate people with disabilities and help them avoid becoming victims of crime; and to educate social service providers, including police and emergency services, in dealing with persons who are disabled.

Funded by the Ontario Office for Disabled Persons, the Solicitor General’s Office, the Ontario Women’s Directorate and the OFCP, C.R.E.E.D.’s activities have included a survey of criminal activity directed against handicapped people, presentations to groups of disabled persons, and production of an educational video as well as the following pamphlets:

- ▶ *911 Is For Everyone*: How the emergency phone system works and how people with speech or hearing impairment can use it.
- ▶ *Residential Security*: Precautions for disabled persons living in apartments, group homes and residential settings.
- ▶ *Street-Proofing People*: Rules such as not carrying cash, medication or valuables in easily-accessible bags and purses.
- ▶ *Abuse: Physical, Verbal, Sexual*: Helps persons with disabilities to determine whether they are or have been victims of abuse, and gives suggestions on how to stop

and prevent abuse.

C.R.E.E.D. has presented 15 crime prevention workshops to schools, hospitals, group homes and residences for people with disabilities. During these workshops it became clear that people wanted to talk about abuse, discuss their experiences and express fears.

“Disabled people aren’t used to speaking up,” says Scott. “One of their worst nightmares is to move into an independent living project and then become a victim of crime. They’re afraid they’ll be considered incapable of living on their own and be sent back to an institution.”

Another factor is that nursing and administration staff aren’t eager to report crimes against their clients or patients as it may reflect badly on the reputation of their institution.

Though there’s an obvious need for C.R.E.E.D., the project has run out of money and the programs have been put on hold (though the brochures are still available). The OFCP has applied for a grant from the Solicitor General’s Office.

Scott’s goal is to inform, not to frighten. This is his personal credo: “Disabled people have the right to take risks, and when they get into difficulties, they deserve the same treatment as any other citizen.” ●

Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.



# Say Bonjour! to French

*On November 19, the French Language Services Act comes into effect, to the benefit of our French-speaking clients*

by Cécilia Cormier

On November 18, 1986, all three parties of the Ontario Legislature gave their unanimous support to legislation guaranteeing the right of francophones to obtain government services in their own language.

For Franco-Ontarians, the adoption of the French Language Services Act (FLSA) was a momentous event because it recognized their contribution to the development of the province. The adoption of the French language legislation has also put Ontario at the national forefront of language rights issues.

The FLSA does not make the province officially bilingual, nor does it provide comprehensive access to services. Services are offered according to a formula which designates areas where francophones represent a sufficiently sizeable proportion of the population to warrant service delivery in French.

There are 22 areas designated to provide French languages services under the French Language Services Act, 1986. Designated areas are those where French-speaking residents make up at least 10 per cent of the local population, and urban centres where they number at least 5,000 people. For MCSS, the North Region is the most heavily populated with francophones, followed by the Southeast Region.

The FLSA has provided a three-year implementation period during which ministries have been putting into place the resources needed to make direct services available to francophone clients.

For MCSS, direct services include probation, vocational rehabilitation services, special needs and income maintenance programs.

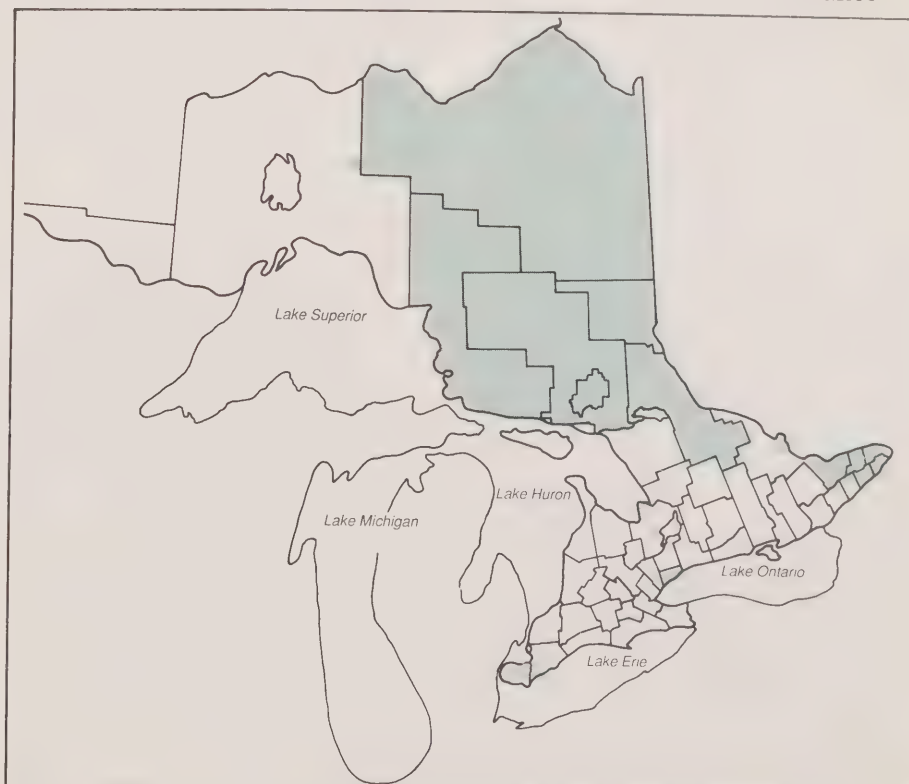
To ensure that the whole range of MCSS services is offered to clients, transfer payment agencies will be designated, in whole or in part, according to criteria established by the French Language Services

Commission. Although municipal services are not covered under the FLSA, municipalities can choose to make their services available in French by passing a by-law to that effect.

For MCSS, offering culturally and linguistically sensitive services to meet clients' needs is not a concept that was introduced with the new legislation; it was an essential part of the ministry's re-organization of children's services in the late 1970s. At that time, a full-time FLS co-ordinator's position was created, a policy was adopted and franco-phone initiatives programs were put in place in the North and Southeast regions. The base was already in place for the adoption of the FLSA.

Over the past three years, MCSS management and FLS staff have been preparing implementation plans to prepare the ministry for the November 1989 deadline. In addition to the regional FLS co-ordinators already in place in the four regions, area co-ordinators were hired for Hamilton, Ottawa, Sudbury, North Bay, Barrie, Toronto and Mississauga, with a Thunder Bay position to be filled shortly.

Corporate, regional and area co-ordinators have been busy. They have been preparing human resources plans, helping transfer payment agencies develop service plans, contributing to the numerous status and implementation reports submitted to the Office of Franco-



*Cette carte indique les 22 régions désignées aux termes de la Loi sur les services en français. Les régions où les francophones forment aux moins 10 pour cent de la population locale, et tous les centres urbains où ils sont au moins 5 000, ont été désignés. Ces régions contiennent 82,3 pour cent de la population francophone de l'Ontario.*

*The designated areas (shown in colour on the map) contain 82.3 per cent of the total francophone population of Ontario.*



phone Affairs and the French Language Services Commission, forming advisory groups to inform management of the community's needs and putting in place the resources required to serve clients in French.

Several daunting issues, however, have made implementation of the Act a challenging exercise. One of the most pressing issues is recruiting francophone professionals to offer services in traditionally underserved areas.

The Government of Ontario, with the active participation of MCSS, is pursuing long-term initiatives to recruit francophone professionals to work in Ontario. Other programs, such as the Northern Bursary Program and Initiatives for Children with Special Needs, are looking for professionals to work in the underserved regions of the province.

Other aspects of implementation have presented opportunities to develop innovative solutions that will meet service delivery needs. It has been a busy, creative and exciting time for all MCSS French language services staff at corporate offices and throughout the regions, and all look forward to greeting French-speaking clients with an enthusiastic "bonjour!" ●

*Cécilia Cormier is a translator with the MCSS Office of the Co-ordinator of French Language Services.*

## Franco-fun indeed

### *MCSS participates in the 14th annual Franco-Ontarian Festival*

by Cécilia Cormier

Each year in June, francophones in the Ottawa area prepare in a big way to celebrate Saint-Jean-Baptiste, a national holiday for many French-Canadians. The Ottawa celebration, called Festival franco-ontarien, is the biggest event devoted to the promotion of the French language in all of North America.

This year the 14th annual festival, which was held a stone's throw away from the Parliament Buildings in Major's Hill Park, was attended by a record 634,000 visitors. The theme this year—Sans frontières/Culture Without Frontiers—reflects the direction taken by the festival in recent years, which aims to celebrate the various international aspects of the francophone culture. The fact that roughly 30 per cent of visitors to the festival are anglophones is representative of the openness of the celebration.

Given the positive impact of previous festivals and in anticipation of this year's success, several provincial ministries felt that the Festival franco-ontarien would be the perfect opportunity to present their

accomplishments in the field of French language services. The Office of Francophone Affairs provided the funds to set up information booths for 12 ministries to promote the French language services that are available to the public.

For MCSS, organizing a special display to present all of its programs was a challenging task. Staff of the ministry's Office of the Co-ordinator of French Language Services decided it would be best to develop a theme around one program—child care—and to offer information on the remaining programs. The organizers decided to enlist the help of agencies from the Ottawa-Carleton area to give local emphasis to the display.

A local association of pre-school services (ASPOC) and the Child Care Information Centre responded to the call by providing volunteers and information about their services. Brochures gathered from the numerous Ottawa-Carleton child care services proved very popular items with visitors to the display.

The ministry also received the help of a local theatre group, La Boîte noire, to design the display. The group prepared a large backdrop of a seashore scene with a gigantic futuristic sandcastle. The decor proved most enticing for the many visitors who braved 30-degree Celsius temperatures to attend the festival.

The display was a big hit with children, who were provided with child-sized tables and chairs so they could draw and colour with crayons on paper while their parents picked up information on MCSS programs and services. Pierre Quesnel and Cécilia Cormier from the Office of the Co-ordinator of FLS at Queen's Park staffed the display.

The other 11 provincial displays also received much attention. Given the positive response of both the festival's organizers and the public, it's likely that they will be invited again next year for the festival's 15th edition. ●



*This photo, and others on pages 13 and 14, show some of the activities at the MCSS booth at the Franco-Ontarian Festival.*



# À vos marques, Bonjour!

*À la suite d'une période de mise en œuvre de trois ans, la Loi de 1986 sur les services en français entre officiellement en vigueur le 19 novembre*

par Cécilia Cormier

**L**e 18 novembre 1986, les trois partis de l'Assemblée législative donnaient leur appui unanime à une loi garantissant aux francophones de l'Ontario l'accès, en leur propre langue, aux services gouvernementaux.

L'adoption de la Loi sur les services en français (L.S.F.) est un événement marquant dans l'histoire des Franco-Ontariens: elle reconnaît leur apport au développement de la province, tant passé que présent. L'adoption d'une loi portant sur la reconnaissance du français a également placé l'Ontario à l'avant-plan de la scène nationale en ce qui a trait aux revendications linguistiques.

La province de l'Ontario ne devient pas pour autant officiellement bilingue, et la loi ne garantit pas non plus l'accès systématique, en français, aux services du gouvernement. Les services sont plutôt offerts à partir d'une formule désignant les régions de la province où les francophones se trouvent en proportion suffisamment importante pour justifier la prestation des services en français (pour de plus amples détails, se référer à la carte des régions désignées).

La loi prévoit une période de mise en œuvre de trois ans au cours de laquelle les ministères doivent mettre en place les ressources nécessaires à la prestation de services directs à leurs clients francophones. Les services directs, au MSSC, comprennent ceux qui sont offerts en vertu des programmes de probation, de services particuliers, de réadaptation professionnelle et de maintien du revenu. Dans le but d'assurer que la gamme complète des services soit offerte, les organismes que subventionne le ministère en vertu des paiements de transfert seront désignés, en tout ou en partie, selon des critères de désignation élaborés par la



Commission des services en français. Bien que les services municipaux soient exclus de la loi, les municipalités peuvent choisir d'offrir leurs services en français en adoptant un règlement à cet effet.

**A**u MSSC, offrir des services qui soient adaptés à la langue et à la culture du client n'est pas un concept qui a vu le jour avec l'avènement de la L.S.F. De fait, cette orientation faisait partie intégrante du remaniement des services à l'enfance qui s'est opéré à la fin des années 1970. C'est également à cette époque que le poste de coordonnateur des services en français à temps plein a été créé, qu'une politique des services en français a été adoptée et que des initiatives en faveur des francophones ont été mises en place dans les régions du Nord et du Sud-Est. Les jalons étaient donc jetés pour l'adoption de la Loi sur les services en français.

Au cours des trois dernières années, les gestionnaires du MSSC et le personnel des services en français ont élaboré des plans de mise en œuvre visant à préparer le ministère pour la date de tombée du 19 novembre 1989. Aux

coordonnateurs régionaux déjà en place dans les quatre régions administratives sont venus s'ajouter des coordonnateurs de secteur pour Hamilton, Ottawa, Sudbury, North Bay, Barrie, Toronto et Mississauga. Un coordonnateur sera bientôt en place à Thunder Bay.

Les coordonnateurs de l'administration centrale, des régions et des secteurs se sont donc affairés à préparer des plans des ressources humaines, à aider les organismes communautaires à élaborer des plans des ressources humaines, à contribuer aux nombreux rapports soumis à l'Office des Affaires francophones et à la Commission des services en français, à mettre sur pied des groupes consultatifs chargés d'informer les gestionnaires des besoins communautaires et, de façon générale, à mettre en place les ressources requises pour servir les clients en français.

**B**ien que le ministère ait su profiter des bases jetées au cours de la dernière décennie, ainsi que des compétences de personnel chevronné et de l'enthousiasme des nouveaux venus, plusieurs questions tenaces ont présenté de nombreux défis. L'une de ces questions, résultat d'une décision datant du tournant du siècle, concerne la pénurie de personnel spécialisé pour offrir les services prévus par la L.S.F.

D'autre part, certains aspects de la mise en œuvre ont fourni l'occasion au ministère de trouver des solutions innovatrices pour rencontrer les besoins en matière de prestation de services.

Ces trois dernières années ont été une période chargée, créatrice et stimulante pour les membres du personnel des services en français, tant à l'administration centrale que dans les régions. Tous attendent le moment où ils accueilleront les clients francophones d'un BONJOUR confiant et enthousiaste. ●



# Le MSSC au Festival franco-ontarien

*Une franco-fête des plus réussies*

par Cécilia Cormier

**A** chaque année, au mois de juin les francophones de la région d'Ottawa organisent un grand festival pour célébrer la fête nationale de nombreux Canadiens-Français, la Saint-Jean-Baptiste. Le Festival franco-ontarien est le plus grand événement destiné à la promotion du français en Amérique du Nord.

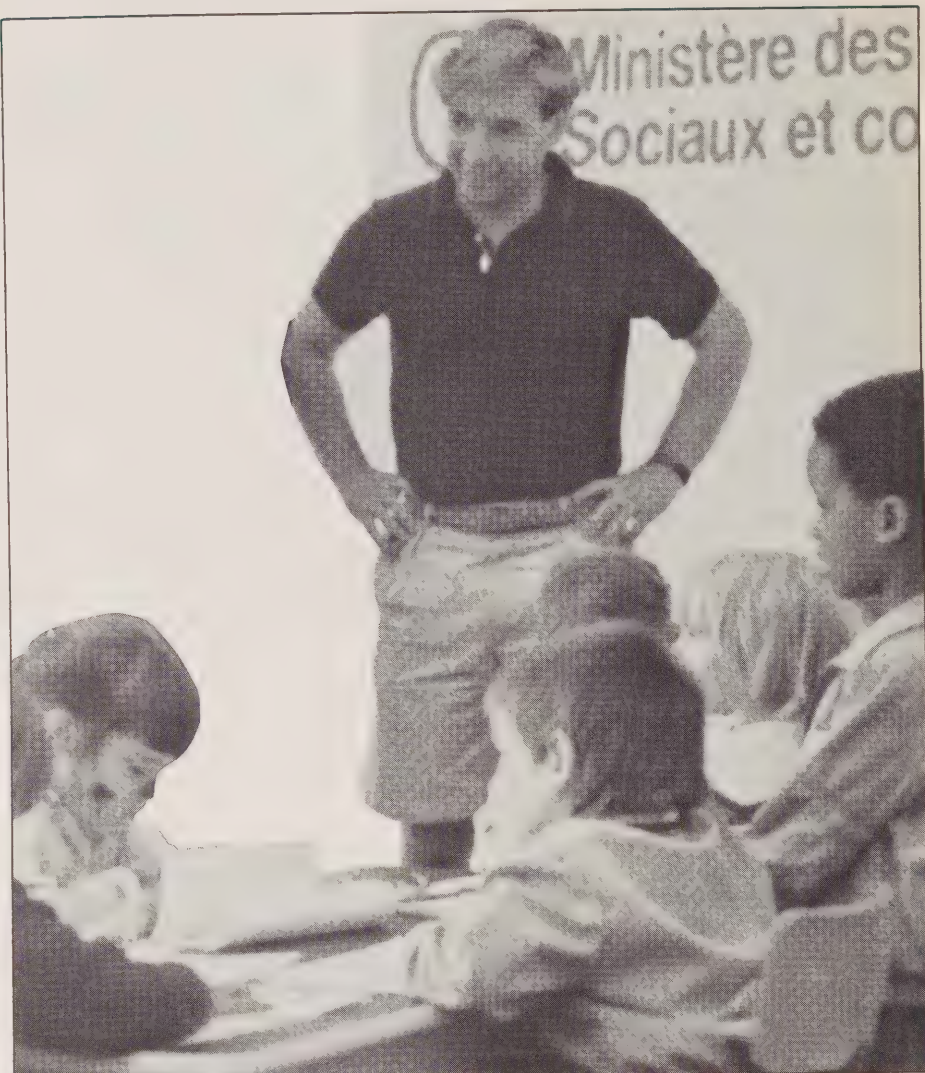
Le festival, qui en est à sa quatorzième année, avait lieu cette année au parc Major et a accueilli un nombre sans précédent de 634 000 visiteurs. Le thème choisi, *Sans frontière*, reflète bien l'orientation du festival qui se veut une célébration des diverses manifestations culturelles de la francophonie mondiale.

Étant donné la portée des festivals précédents et en prévision du succès de cette année, les ministères ontariens ont jugé que le festival serait un événement privilégié pour présenter à la population francophone leurs réalisations en matière de services en français.

Pour le MSSC, monter un kiosque pouvant présenter tous ses programmes représentait un défi de taille. Le Bureau du coordonnateur des services en français a donc jugé bon de mettre en valeur un programme, celui de la garde d'enfants, et d'offrir de la documentation sur ses autres services. Les organisateurs ont décidé d'obtenir l'appui d'organismes de la région d'Ottawa-Carleton pour donner une dimension locale au kiosque.

Deux organismes, l'Association des services pré-scolaires d'Ottawa-Carleton, et le Centre d'information sur les services de garde, ont répondu avec enthousiasme à l'appel du ministère en offrant l'aide de bénévoles et de la documentation sur leurs services. Des dépliants sur les nombreuses garderies de la région ont été très populaires auprès des visiteurs.

Les organisateurs avaient également obtenu les services d'un groupe de théâtre d'Ottawa, la Boîte



*Cette photo, et celles des pages 12 et 13, montrent quelques-unes des activités au kiosque du MSSC au Festival franco-ontarien.*

noire, à qui ils avaient confié la conception du kiosque. Sur une large toile de fond, une scène de plage agrémentée d'un immense château de sable présentait un décor des plus invitants aux personnes ayant bravé des températures de plus de 30 degrés pour participer au festival.

Mais c'est auprès des enfants que le festival a connu un succès incontestable. Sur une table basse placée en plein milieu du kiosque, ceux-ci pouvaient s'en donner à coeur joie à la création de chefs—d'œuvre à la craie de cire. Pendant ce temps, les animateurs du kiosque, Pierre Quesnel et Cécilia Cormier,

du Bureau du coordonnateur des services en français, en profitaient pour renseigner les parents sur les nombreux programmes du MSSC.

En tout, onze organismes gouvernementaux ont participé au Festival franco-ontarien. Si l'on se fie aux commentaires des organisateurs et des nombreux visiteurs, ceux-ci seront accueillis à bras ouverts lors du quinzième anniversaire du festival qui aura lieu l'an prochain. ●

*Cécilia Cormier est traductrice au Bureau du coordonnateur des services en français.*



# On the way back

*Grassy Narrows and Whitedog have seen more than their share of problems; now social and economic development are at the top of their agendas*

Story and photos by Robert A. Miller

From the air, northwestern Ontario looks like a big green and blue carpet. There are dozens of undulating lakes of royal blue, sprinkled through a dark green background of trees. Rocky ridges show through the green.

It may look from the air as though this is a relatively "empty" land. That's certainly the way it was perceived by the first Europeans who ventured here.

"But we have been here for a long, long time," says chief Roy McDonald of the Islington Band in Whitedog, about 80 kilometres northwest of Kenora, near the Manitoba border.

This is the home of the Ojibwa. They live in places such as Whitedog and Grassy Narrows. And as is the case with native bands across Canada, they are seeking more self-government, more autonomy, including more control over their own economic and social development.

Before Europeans came, these people governed themselves. "When people talk of self-government for native people, we talk of a *return* to self-government," the chief continues, explaining, "We had our own ways of settling disputes. Each clan had its traditional land-use areas and looked after its own affairs."

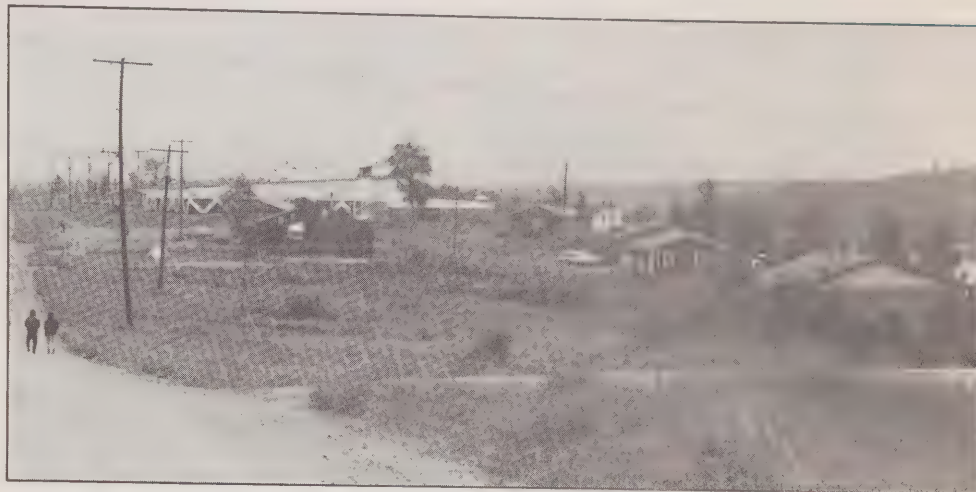
Until the 1960s, the native people lived very much in the way they had for centuries. Families spent the winter on their traplines, then returned to the reserve for the summer.

The people lived off the land, through trapping, hunting, fishing and the harvest of wild rice. It was a physically demanding life, but spiritual ties to the land were strong.

"Our elders were the people responsible for us being here," chief McDonald continues. "Think of all the turmoil they went through, the rains and storms. They brought the population to where it is now."

"They loved their universe, they lived off the land. We have to look back to our older people."

A feasibility study produced by the band said that services for seniors were lacking—many elders had to



*Whitedog's central core, location of the school, child-care centre and band office.*

move to homes for the aged in Kenora or other towns. Since these elders had little contact with people who could speak their language, they often felt isolated and depressed.

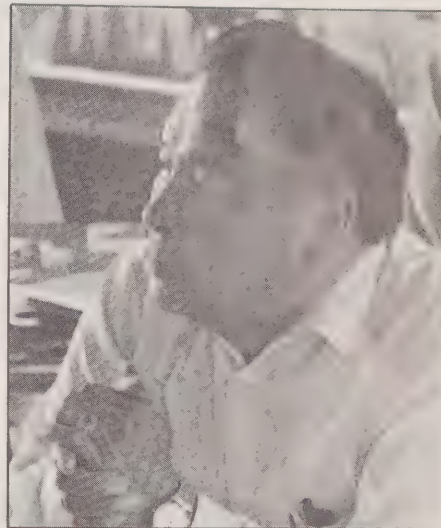
"And certain elders, within a short time, returned as deceased," says the chief with sadness.

The band decided to make services for seniors a priority. They were ultimately successful in obtaining a commitment from the Ministry of Community and Social Services to finance the construction of a \$1.2 million elders' residence at Whitedog. The first shovels went into the ground in late June, and the first elders should be moving in this winter.

The residence will have 20 beds, and each room will face toward the river that runs through the reserve. The facility will be fully occupied from day one. "We have 55 to 60 elders who could use it," says Ron McDonald, the band's social services director. "The elders who are living off the reserve just want to come home. They want to be near their immediate family, right here."

The new facility will also include a circular patio out front which will be used for pow-wows, and can also double as a helicopter landing pad, a sorely-needed improvement to the community.

"We've been waiting for a long time for something like this," says Ron.



*Roy McDonald, chief of the Islington band at Whitedog, says the new elders' residence will allow elderly people to stay in close contact with their families on the reserve.*

The elders of Whitedog and Grassy Narrows have seen massive changes in their lifetimes. In the last quarter century, the way of life for the bands has been wrenched by several major disruptions. Their communities were moved in the early 1960s—Whitedog to make way for a large hydro-electric project, Grassy Narrows to be closer to the Kenora road.

The new reserves were built in a new way—houses were much closer together, and members of traditional clan groups no longer lived side by side.



The damming of rivers also caused disruption to traditional fish habitats and flooded lands and native burial sites.

Then in 1970, it was discovered that the English-Wabigoon river system that passes through Grassy Narrows and Whitedog was polluted with methyl mercury from paper mills. The fish in the "river of life" were no longer safe to eat.

For many years, the two bands' commercial fishermen had taken large catches—thousands of pounds of whitefish, northern pike and pickerel. But when the mercury was discovered, the fishermen's catches, and their income, dropped to zero. The mercury pollution caused local hunting and fishing lodges to close, lodges which had employed many native guides, resulting in still more loss of income.

The impact on the native communities was immense. "Imagine if all the people in Toronto lost their main source of employment overnight," says Grassy Narrows chief Steve Fobister. "That's the scale of what happened to us." Because of the sudden drop in income, the amount of money paid in social assistance in 1970 *tripled* at Grassy Narrows.

There were effects besides the economic ones as well. For a people with an all-important relationship to their land, the discovery of mercury shook their beliefs in the positive power of nature.

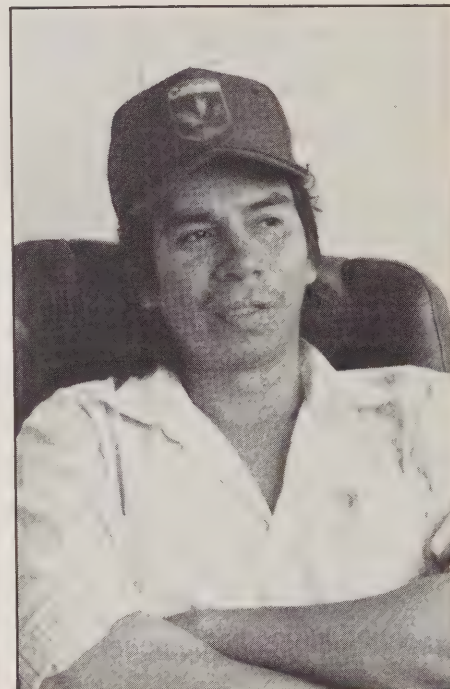
The accumulated impacts are still being felt today. It has been estimated that the mercury will continue to contaminate the area's fish well into the next century. The effects on the people who ate the fish regularly are still being studied. "We've met the end of the world

here," says Steve Fobister with a sigh.

The 1970s saw a sharp increase in alcoholism and violent death on the area's reserves. Loss of self-esteem and a general malaise seemed to pervade the communities. An entire generation, the one that was sent off to residential schools, found that it didn't fit into white society, yet no longer belonged to the old way of life either. "The mercury pollution was the final blow," says Steve.

The bands sought compensation for what has been termed "an environmental crisis." Whitedog has signed an agreement with the provincial government; Grassy Narrows is still negotiating the terms. Whitedog is using funds from its agreement for development projects such as a high-tech tree nursery, a community centre/arena and the elders' residence.

There have been many books and articles written about the reserves, but the people feel that the publicity they've received hasn't said enough about some of their attempts to turn their situation around. One of the main efforts, the Crisis Intervention program, has helped to steer kids away from gasoline sniffing, from



*Grassy Narrows chief Steve Fobister was a ministry probation officer for eight years.*

alcohol and violence. It has been called a model for other reserves.

The federal government funded Crisis Intervention, but cut back most of its funding in 1987. The bands lobbied the province to replace the lost federal funds, and eventually, provincial money started to flow through to this program, including a contribution from the Ministry of Community and Social Services.

Other social programs on the reserves show special concern for the healthy development of the next generation. At both reserves' child care centres, children are taught to deal with interpersonal conflicts verbally, not physically. The centres also provide a safe, nurturing environment with an emphasis on nutritious meals.

Soft-spoken yet intense, Steve Fobister has been chief at Grassy Narrows for the last five years. He's



*Ron McDonald, social services director for Whitedog reserve, with Chester Draper of the Whitedog/Grassy Narrows Development Office. They are discussing an Ontario Historical Society-funded project in which elders will go out to local lakes and rivers and describe their Ojibwa names and characteristics; others will record the information for posterity.*



very conscious of his people's social service needs—for eight years he was a probation officer with the ministry, dealing with young people.

But he puts the greatest emphasis on his reserve's economic development. "We want to revive our community back into a healthy economic state," he says.

"You can give us all the social programs you can, but it's going to continue to cost money, until the government gives Indian people access to renewable resources.

"There's only one way that this can be achieved: if we become actual partners in the land that we once called ours and we have a co-management relationship with this government, the provincial government.

"Ontario needs to have strong economic policy for the First Nations that will give them the opportunity to develop their economic goals, and ultimately have control of their own social services."

He talks about increasing the band's logging operations, about getting involved in hydro developments, about providing more services to tourists. To this end, the band is working on an ambitious economic development plan.

Looking back to his career as a probation officer, Steve recalls a cross-cultural experiment: "I brought some white kids (young offenders) to this reserve, to live in my house. I showed them what the other side is like—an exchange of cultures. First they feared that they were just going to get killed when they walked in, but they were wrong," he says with a smile.

"I took them out fishing on the weekends, which their busy fathers never had time to do." These kids, now in their 20s, still come back; they phone Steve and ask to go fishing.

Grassy Narrows and Whitedog spend a lot of time dealing with several layers of government. To improve their efforts in this area, the two bands operate a joint band development office in downtown Kenora.

Since it opened three years ago, the office has been staffed by Chester Draper and Vi Cederwall. Chester was the supervisor of probation services in the ministry's Kenora office when he was invited to work for the bands. "It was a bit of a compliment to be asked to work

with them," says Chester, who is on secondment from the ministry and has been a civil servant in the probation field for the past 23 years.

Essentially, Chester and Vi work as advocates for Whitedog and Grassy Narrows. They have helped the bands to produce detailed studies of their social and economic needs. "Because the text was written in their words, it was acceptable to them," Chester says. "And because Vi and I are bureaucrats, it was accepted by the government as well."

They also try to influence local opinion. "Little by little, people's attitudes change here, but there are still a lot of racist feelings about natives," Chester says.

He is passionate about his job. Some days he's up, full of hope.

Other days it seems like the bands will never escape from what he bluntly calls "the callous indifference" of the outside world.

But he feels that he and Vi offer "a demonstration of the good intentions of the Ministry of Community and Social Services."

When a community has taken as many body-blows as Grassy Narrows or Whitedog, it's not easy to come out swinging for the next round. But the chiefs, their councils, the residents and the band development office are all committed to change—to making the next chapter in their history a happier one than the last one has been. ●

*Robert A. Miller is the editor-in-chief of Dialogue.*

## Taking a look at native services

For the last year, Terry White has taken a close look at how the Ministry of Community and Social Services interacts with the native population of Northern Ontario.

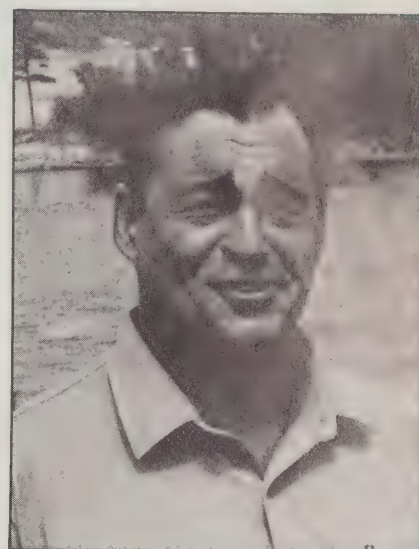
Terry has been on secondment as the regional co-ordinator for Native Services in the north. Previously he was the ministry's district manager in Kenora/Rainy River. Because there are about 60 reserves in the Kenora/Rainy River district, Terry was already very familiar with the bands' needs and aspirations in the area of social services. He was closely involved with the inauguration of the Weechi-it-te-win Child and Family Services, a native child welfare agency in the Rainy River area.

In a recent *Dialogue* interview, former Minister John Sweeney referred to the establishment of this native agency and two others in the north in this way: "If I had to pick one thing that we've done that I'm most proud of, it's the establishment of the native children's aid societies."

Terry has spent much of the past year criss-crossing the north, talking to native leaders, ministry staff and others such as officials of the federal Department of Indian Affairs.

Wherever he goes he has been asking questions:

"How do we overcome the



*Terry White near the Whitedog dam, about an hour's drive north of Kenora.*

bands' basic distrust of government?"

"Did you know that there are no reserves in Ontario located on bodies of water with hydro-electric potential?"

"We have, in this ministry, four full-time people who deal with native issues. Is that enough?"

"How are we going to respond to requests from bands who feel that the federal government is cutting back services? That's putting pressure on the province, it's putting pressure on the ministry, so we have to change our focus."

"We need to rethink how the ministry does business with native people," he says. ●



# "Can I ask you a personal question?"

*Before you fill out another form, think about the right to personal privacy, urges the ministry's FIPP Unit*

by Julia Naczynski

**I**s your life an open book or do you think some things are nobody else's business but yours?

Whether you're filling out a magazine subscription, a credit card form or a job application, it seems everybody wants to know everything about you.

But some questions are not only better left unanswered, some — legally speaking — shouldn't have been asked at all.

For example, there's the ministry employee who remembers filling out a job application (in the private sector) as recently as 1984 that not only asked for age, gender and marital status, but also asked applicants if they lived at home with their parents, owned a house or rented an apartment!

"Some information that you're asked for is irrelevant; some, because of lack of legislative authority, should not be requested," says Elizabeth Flavelle, co-ordinator of the ministry's Freedom of Information and Protection of Privacy (FIPP) Unit. "Whether you answer such questions is a matter of knowing your rights and what you consider to be personal."

The same factors apply when you, as a ministry employee, are the one collecting and using the information. The Act contains specific provisions regarding information collection, use and disclosure. These provisions include collecting only information that is authorized by statute; collecting information directly from the individual to whom it relates; and providing notice to the individual informing them of the purpose of the information collection.

"We want people to think about why they're asking for personal information and how the information is going to be used," says Holly Goren Laskin, a policy analyst with the FIPP Unit, which is part of the ministry's Finance and Administration Division.

Using the "Freedom of Information Act," Charlie is sent a list of things they put in hot dogs.

**W**hat's sensitive information, and what isn't? What do *you* consider a personal question?

The office of the Information and Privacy Commissioner/Ontario has developed an informal "questionnaire" that can be a revealing exercise in perceptions about confidentiality.

Under what circumstances and with whom would *you* be willing to share the following personal information about yourself?

- age
- race
- home telephone number
- religion
- national or ethnic origin
- home address
- fingerprints
- blood type
- gender
- marital/family status
- sexual orientation
- Social Insurance Number (SIN)
- education
- medical/psychiatric history
- criminal record
- employment history
- finances (personal income, assets)
- personal opinions/views
- confidential/private correspondence

Ann Cavoukian, director of compliance with the Information and Privacy Commissioner/Ontario, says the questionnaire is used as an exercise in seminars and workshops to get participants thinking about the different types of personal informa-

tion. "It creates a good discussion piece."

Many people don't think about whether or not information is of a confidential or sensitive nature. In addition, "people vary a great deal in what they think is sensitive and what isn't," she says.

For example, there's a noticeable difference in the way the items in the questionnaire are rated by men and women: "Women tend to rate telephone numbers and home addresses as more sensitive than men do." This might be because women are usually more concerned about personal safety than men are, and just don't want strangers to know their home phone numbers and addresses.

"It really varies considerably, not just between sexes, but between people," says Ann.

**W**hen ministry staff collect information from clients, it's important to consider how personal the information may be—from the client's point of view—and if, in fact, it's really needed.

"As a ministry, we collect quite a bit of information that many people would rate as very sensitive and personal," says Holly of the FIPP Unit.

"We should stop to consider why we're asking for it, if there really is a need to know, and what it will be used for." ●



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Human Resources Branch



## Technology in the workplace

*It's revolutionizing the way we work*

by Carolyn Lomax

**N**o one needs to be told that the world has changed in the last 10 years, nor that it will change even more in the next decade. Computer technology and office automation, and the effect they have had on the workplace, have challenged even the most sanguine of experts. They have and will continue to transform the workplace for everyone.

The words DEC, E-mail, word processing and keyboarding haven't been in the lexicon very long, but computers have been part of our lives long enough for people to feel comfortable with them and excitement about their potential continues to grow.

DEC, or the Digital Equipment Corporation, has installed hardware, and the software to drive it, in many offices in the ministry—and the list of users will get bigger in the future.

The DEC equipment offers a package called "All-In-One" that includes the time-saving convenience of E-mail, desk management and word processing (WPS).

E-mail, or electronic mail, is just that—the electronic dispersal of messages and information. With it, you can send an electronic "letter" to anyone else who is also on the network; you can send the same message to a number of people who are on the network. No more telephone tag!

You can also send complete documents to others on the network, eliminating the need to mail, courier or fax the document.

Desk management is a calendar—a daily reminder list that replaces the appointment book. Using your computer, you can book a meeting with another person or a group of people, without the problem of conflicting schedules because the computer will tell you if there are any conflicts. And again, telephone tag to set up

the meeting is eliminated.

Finally, word processing is so familiar that it probably suffices to say that it provides easy typing and editing functions—never again does anyone have to type a document

over, from scratch, just to insert a word or correct misspellings.

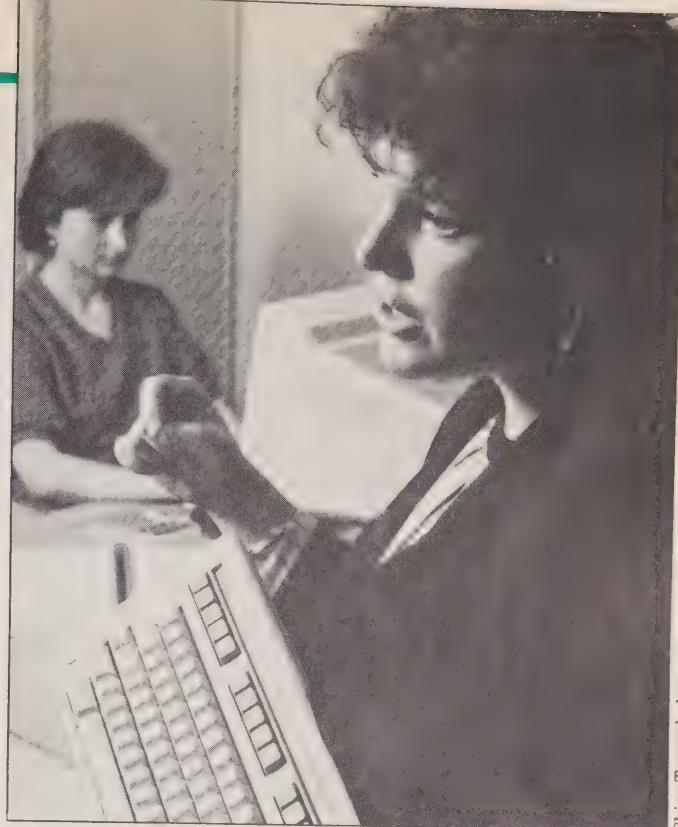
DEC and other office technologies offer many more possibilities to make your job easier to do; and they're easy to use.

**A**lthough it's been a great leap forward, the move toward more and better technology in the workplace has been made cautiously. Is it worth the effort? Absolutely!

Donna Ingram, co-ordinator of training and support in the Technology Support Branch, says that decisions have to be made more quickly now. Technology makes it easier and faster to act on decisions. It also helps people to work together as a team, because people who are in more remote areas can consult with and even work on a document with colleagues in other cities, all without having to leave their desks.

**I**n the Waterloo Area Office, systems co-ordinator Bonnie Drummond plans new hardware acquisitions, advises senior management and provides support and training for the people who use computer systems.

Her office has tripled the amount of equipment that is available, and staff no longer have to stand in line to use machines. They're a real time-saver.



Trainer Helga Alfano explains some of the functions of a computer keyboard during a DEC training session. Computerization and other forms of technology are increasingly changing the way we work.

Chico Taeschel

"When there's an issue to discuss, you can warn people ahead of time that they need to prepare, so it makes for more and better communications," she says.

Bonnie gives full credit to her area manager, Marilyn Stephenson, who was committed to making the new technology work well in the office. "She recognized that everyone makes mistakes, so she made it easy and fun to learn," Bonnie explains.

Generally, managers are happy with the progress that is being made, but efficiency is not necessarily the result of automating an office. Traditional business practices need to be reassessed and streamlined. Consideration must be given to new and better ways to get the work done with the help of information systems. For example, standard formats can be developed and stored for reports, letters, memos and forms.

Bonnie says that since many people are quickly learning marketable new skills, they are more satisfied in their jobs and feel better about themselves.

**J**ohn Burkus has been ADM of the Finance and Administration Division for the past three years. There are some aspects of management that will require careful monitoring in the future, he feels. Often, people think that the solu-



tions to all the problems in the workplace can be found in bigger and better technology. But technology isn't a panacea; sometimes what's needed are people who have good interpersonal and management skills. It's important, he says, to be able to motivate people, to manage and communicate well, and all of these skills must be in balance.

When the work environment changes—as it does with the introduction and growth of technology—the people in it have to change as well, and match their skills with workplace needs. “People have to ask questions about why things are done the way they are,” says John. “Superimposing technology on the way that people do their work will not get you the maximum benefits from the technology”—or from the people.

“We're good at introducing the hardware, but we also need to look at what has to happen to make the most of the equipment.”

One of the benefits he sees is the opportunity for all members of a work unit to contribute their ideas and experience about the ways technology can help them get their jobs done better.

Although the DEC equipment has been available for a while, this is only the beginning of the transformation of the workplace, of how and where we work. That makes this a time of enormous opportunity. ●

## Did you know?

Performance management workshops provide managers with an opportunity to discuss, share and learn how to enhance individual and group performance. The effective management of performance is essential to our ability to achieve the ministry's objectives, HR staff say.

The Human Resources Branch has developed a performance management workshop that focuses on the factors that affect performance. Participants practise assessment of situations and learn how to establish performance measurement criteria as well as how to communicate effectively.

Individuals from each of the regions have been trained as facilitators of the two-day sessions. Managers and supervisors should soon be hearing about workshops being held in their locales. ●

# Smoothing the pathway to partnership

*Support and acceptance are vital to community placements for people with developmental handicaps, say conference speakers*

by Joan Eastman

**F**or people with challenging needs whose lives revolve around the decisions of others, this is a pivotal time in services. The success of new directions is dependent upon professionalism, co-operation and mutual respect.

More than 450 registrants at the recent *Pathway to Partnership* conference hosted by the Southwestern Regional Centre joined together to map out a common destination on behalf of people with developmental handicaps. Advocates, developmental services workers, union representatives, community agency staff, clergymen, psychologists, social workers, teachers and parents shared their experiences, opinions and theories at more than 40 presentations.

Guest speaker Bill Nicholls, a member of the board of directors for the Canadian Association for Community Living and past president, says that the key words in the ministry's document, *Challenges and Opportunities*, are “full involvement of everyone.”

What can I do as a concerned citizen or worker in the field of human services? he asks. “I can commit myself to be a real part of someone's life. I can look at myself as a member of the network. Instead of criticizing others, I can work to improve. I can always do more. I can always do better.”

Bill shared his vision of public acceptance: community living rather than institutional placement; supported employment rather than sheltered workshops; community-based generic agency services rather than local association programs; mainstreaming rather than segregated classrooms. “We're talking about an evolutionary process, mainly dealing with the attitudes of the community... It is the personal relationships that are going to make life better for people.”

Guest speaker Rev. Patrick Mackan, director of Frontier College's Centre for Integrated

Education, observes, “the only disability that any one of us can have in our life is having no relationships...”

“The first step to de-institutionalization is to get the community to invite your folks into their lives as friends.”

Many professionals try to “fix” disabled people before they become part of society; they should be accepted as they are, he says. “We have to change our way of thinking, not as professional service providers but as professional friends.”

**R**ev. Mackan notes that government is responding to the public in a “partnership” way. The community should eventually initiate the programs, and funding will go where the families want it to go, he believes. In Manitoba, for example, programs for people with developmental handicaps are being designed by the parents of clients.

Murray Hamilton, the ministry's Southwest Region director, reiterates assurances that “a community network of services is easiest to achieve at the local level.” Area planning committees are being developed across the province with representatives from families, consumers, area offices, government facilities and local agencies.

The ministry's Multi-Year Plan encompasses a 25-year design to phase out segregated residential settings. By 1994, community living alternatives will have been established for at least 2,000 people with developmental handicaps who are now living in government facilities and nursing homes.

For some groups it will be difficult to attain community acceptance and to provide an economically viable program, Murray concedes.

“There is no one that cannot be placed into the community,” he declares. “Let's become believers.”

Paul Rouble is a believer. The education officer for the Ministry of Education took part in a panel discussion with Murray and with





Workshop leaders Noreen Kirwin and Jean Caron demonstrate some of the music therapy techniques they use at Southwestern Regional Centre. Theirs was one of 40 workshops at the Pathway to Partnership conference.

Suzanne Herring, senior consultant with the Assistive Devices Branch of the Ministry of Health, which helps fund medical equipment and supplies for Ontario residents who have long-term disabilities.

Paul indicated that a process needs to be developed in concert with school boards and community agencies in order to mainstream all developmentally handicapped students. Each local school board now chooses how to provide its own special education program and there exists a wide range of expectations and beliefs. "The decision rests with the community to create change," he says.

The Ministry of Education booklet, *Bridges to Employment for Students with Disabilities*, outlines how local school boards can work toward finding non-segregated employment for graduates with disabilities by liaising with MCSS, the Ministry of Labour, the Association for Learning Disabled, local agencies, business and the community.

"No institution or agency can solve its problems on its own," adds Les Horne, advocacy officer for the Office of Child and Family Service Advocacy. "You've got to know people, resources to turn to, and where to find the necessary information."

Paul Burston, assistant director of residential services for Christian Horizons, which operates more than 50 group homes, believes that government facilities have a practical role to play in the transition of people moving into the community. "The facility has intimate knowledge of that client and their input is critical," he says, noting, "the role of the facility is changing. Their involvement in community-based programs is increasing, as well as in providing a supportive role to community agencies... someone to rely on."

The major issue to be faced at this time is that of helping the community accept and support

persons with developmental handicaps as active and contributing members of society, notes Lloyd Jackson, administrator of SRC. The

community is fashioned from many different segments such as the business, educational, medical and religious communities, he says. "We must not allow handicapped persons to become isolated from those different aspects."

"I believe the plan (*Challenges and Opportunities*) is achievable, but it will mean the development of many trusting partnerships"—partnerships that cannot be legislated or ordered, but that must be fostered and nurtured. ●

Joan Eastman is an information officer at Southwestern Regional Centre near Blenheim.

## Edgar sports team flying high after making national championships



Barry Collins

A floor hockey team from the Adult Occupational Centre in Edgar captured a place in the Canadian Special Olympics championships, held in Edmonton in July.

The AOC team placed fourth in their division at the national championships, and would have done even better had it not been for the excitement and distractions, says coach Dean Hewitt of AOC's recreation department. "There were a lot of hockey stars around and TV cameras," he says.

The team earned the right to advance to the national championships when they were the winners in their division at a tournament held in Mississauga in May.

To prepare for the competitions, the team attended practice once a week beginning last October and played in several

tournaments throughout the year, including Huronia Regional Centre's 16th annual tournament and another hosted by AOC which was attended by a team from New Jersey.

The trip to Edmonton was, for many of the team members, their first flying experience.

The team members are, from left to right: (first row) Angelo Sodaro, Paul Carriere, Danny Murray with trophy, Brian Goodrich and Kan Leung; (second row) Paul Thomas, John Nahwegahbo and Dana Tingley; and (standing) coach Norm Sneddon, Mark Savory, Joe Hickey, Scott Moncrief, Pat Savard and coach Dean Hewitt. The newest team member, Heidi Volker, is not in the photo but played in Edmonton. (The teams have both men and women players.) ●



### Simply a must when you travel north

If your travel plans ever include the northern reaches of our province, a definite must on your itinerary is a visit to North Bay. It was the site of the Northeast Area Staff Conference for professional development in June.

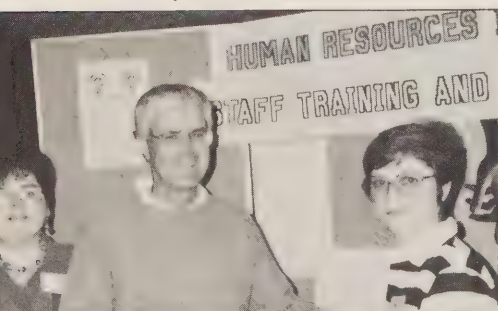
Tapping Our Resources was the theme chosen for the second annual event, which began with a wine-and-cheese get-together. This event was hosted by area office staff, who paid all the expenses through office raffles and 50/50 draws.

Approximately 250 staff from across the North Bay Area Office territory—which includes Project D.A.R.E., Muskoka Centre, the Timmins District Office staff and the North Bay District Office—attended the two-day session.

Conferences such as this allow staff to meet each other, exchange information and discuss problem situations. They provide an opportunity to network and share information among staff who may otherwise not meet except through telephone conversations, or who work in isolated communities where they may be “the only game in town.”

The first full day introduced concurrent sessions and workshops. Presentations included such topics as financial planning, dealing with angry people, basics of supervision and effective communications.

The highlight of the second day was welcoming the Deputy Minister, Val Gibbons, back to northern Ontario. (At the time of the conference, the deputy had been with the ministry for only three weeks and had been away from the north for a decade.)



Jane E. Greer

North area staff training co-ordinator Laura Jane Cote, human resources manager Brian McKinnon and human resources support clerk Nicole Fournier check out a display.

She said the North Bay visit represents the first of many that she hopes to make to establish a dialogue with ministry staff. She would like to spend time traveling and talking to small groups to hear from staff about the real issues that are associated with ministry policies.

“The best-dreamt-up policy, if not well-implemented, really doesn’t help anybody,” said Val. She described the meaning of the word “empowerment” and spoke on a wide-ranging variety of topics of importance to staff. These included the Provincial Municipal Social Services Review (PMSSR), the Multi-Year Plan, the new agenda for social assistance reform, the increasing workload of area staff and the income maintenance base review, as well as the joint rationalization of long-term care for the elderly with the Ministry of Health, employment equity, and the ministry’s vision for the future.

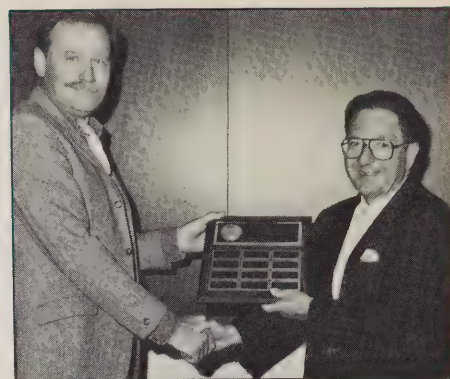
Staff were particularly eager to hear the deputy speak about the progress of the Multi-Year Plan. She provided information on the general direction of the 25-year plan to diminish reliance on institutional care and develop community resources to provide care for persons with developmental disabilities.

The deputy also offered reassurance to those staff who will be re-assigned to jobs within the system or jobs within the newly created community system. She said that she is well aware that many people applaud the direction of the Multi-Year Plan and support its direction, but that for many this could be a tough time—a time filled with anxiety because the plan is going to affect how we work and where. She said the ministry is committed to putting its best efforts into planning so that staff are aware of vacancies as they occur. Community resources are being developed that provide, in her opinion, a remarkable pool of employment opportunities.

“The worst thing that can happen is for us to lose your commitment and skills,” she said. ●

**Jane E. Greer**

MCSS Communications and Marketing Branch



Doug Sutherland

### Award of Excellence

When Dr. Benjamin Goldberg retired last year as director of treatment, training and research at London’s CPRI after 28 years of service, an award was established to recognize the clinical and research excellence he fostered.

Dr. Dieter Blindert, seen at left with Dr. Goldberg, was awarded the first Dr. Goldberg Award of Clinical Excellence in June. Dr. Blindert’s contributions in the field of developmental disabilities were highly praised by his colleagues, supervisors and staff. ●

**Brenda Pilley**

Co-ordinator, Volunteer Services—CPRI, London

### A million-dollar ministry



Julia Naczynski

The 1989 Federated Health Campaign was the most successful one ever, raising just over \$1 million to exceed the original \$815,000 goal. And MCSS, which was host ministry for the campaign, raised \$53,080—well over the \$46,700 goal. For helping to achieve the \$1-million-plus total, MCSS was awarded a “Million-Dollar Ministry” plaque by FHC. Anne Marie Hili, co-ordinator of the MCSS campaign, accepted the plaque on behalf of the ministry from FHC campaign chairman Bernice Wilkinson. ●





At the ministry's annual Southeast Region volunteer awards banquet, 10 ministry employees were presented with Staff Community Involvement Awards. They were (front row, left to right) Noreen Hopkins, Shirley Shaw, Kenneth Pilon, Lillian Dancey and Helen Lowe; back row, Shirley Ballam, Marg Judge, special guest John Sweeney, Betty Nicholas and Doug Irish. Also honoured was André Proulx.



The Southwest Region's volunteer awards banquet honoured seven ministry employees with Staff Community Involvement Awards. They were, from left to right: Pamela Patterson, Denise Charbonneau and Bryan Shields, Southwest Region director Murray Hamilton, Ruth McNeil, Mary Sullivan and Brenda Pilley. Also honoured was Shari Cunningham.

## Fans aren't Blue over game

**T**he Blue Jays lost, but the kids in the stands were the real winners at the annual Blue Jays Day held in May. Sponsored by the ministry, the Blue Jays and Tent 28 of the Variety Club of Ontario, the event brought some 10,000 children and their escorts to Exhibition Stadium in Toronto for a professional baseball game. For many of the youngsters, it was their first real trip away from home; for some, the journey involved a plane ride. As

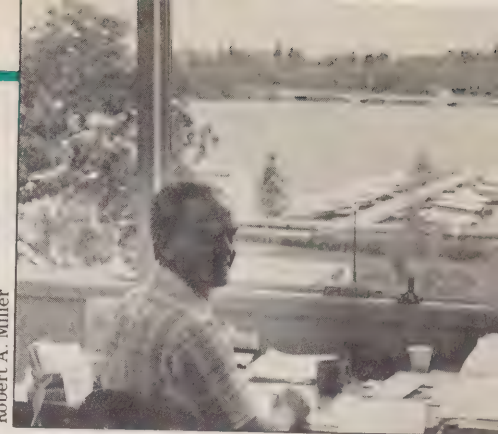
these delighted youngsters show, it's not whether you win or lose—it's being there that counts. Next year's Blue Jays Day will be at the SkyDome. ●

## Joint ADM appointed

**M**ichael Mendelson, Assistant Deputy Minister of Community Services, has been appointed Acting ADM of Community Health with the Ministry of Health.

The appointment is a temporary assignment to continue development of the co-operative planning process now underway between the two ministries, particularly in long-term care issues. Sandy Lang has been appointed Executive Director of Community Services for the duration of the joint assignment.

Peter Barnes, our former Deputy Minister, is now Secretary of the Ontario Cabinet. He replaces Bob Carman, who has retired. ●



Robert A. Miller

## Room with a view

**I**n MCSS, who has the best view from their office window? Rory McMillan, a program supervisor in the Kenora District Office, has to be a prime contender. He (and several others) look out over the docks and parkland of Kenora's Harbourfront, a waterfront revitalization project which opened last year. The water in the background is the northern point of the Lake of the Woods, home to pelicans, bald eagles and an incredible 14,000 lakes. Is there anyone out there who can top that? ●

## THE LAST LAUGH

All of this issue's "Laughs" were contributed by Nelson Harrison, systems officer at Southwestern Regional Centre. Thanks, Nelson.

Many think that accidents always happen to the other guy, but to everyone else we *are* the other guy.

▶ ▶ ▶

The nearest to perfection most people ever come is when filling out an application.

▶ ▶ ▶

Baseball is the only sport where you can look lousy two out of three times at the plate and still make a million a year.

▶ ▶ ▶

If exercise does one so much good, how come athletes have to retire at 35?

▶ ▶ ▶

When caught between two evils, take the one you've never tried.

▶ ▶ ▶

*Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to: The Editor, Dialogue, 7th Floor Hepburn Block, Queen's Park M7A 1E9. ●*



# Career counselling at ORC

*Woodstock facility opens centre to help staff plan for the future*

by Dave Rudan

**“Y**ou wouldn’t find private industry doing something like this... not unless they would write it off,” said Tracy Kelly when asked her opinion about the Career Centre created by the staff of Oxford Regional Centre in Woodstock.

Tracy is with the housekeeping unit at ORC. “I would love to be able to learn about computers,” said Tracy. “I have no idea how to access them... I’d have to learn the [computer] language first,” she said.

She may be able to—through the Career Centre. Since Tracy heard that the Career Centre has a computer she can use to assist her in career planning, she has become more enthusiastic about her future.

Tracy may be one of several hundred staff at the facility who will be involved in another occupation or employed elsewhere by 1994. By that year, it’s expected that the facility will have significantly fewer residents than it does now since many residents will be living in the community.

A secondary school graduate from British Columbia and the mother of three children, Tracy and her husband both work in Woodstock

and find it a good community to raise a family in. The Career Centre can help Tracy and her fellow employees find new directions and careers.

“Within the parameters of *Challenges and Opportunities*, ORC is targeted for rapid downsizing,” said John Hewitt, the facility’s administrator. He estimated that by 1994 there will be 400 fewer staff.

The Career Centre is one of the facility’s innovative approaches to help staff develop new skills and find the type of gainful, rewarding employment that they have at ORC.

Under the administration of Fred Loach, manager of human resources at ORC, the Career Centre provides a wide range of services including the following: access to equipment and resources, including computers, printers, a photocopier, telephone, video camera, and career planning literature; a three-part workshop addressing the career questions, “Where am I now?”, “Where do I want to be?” and “How can I get there?”; one-to-one career coaching; mock job interviews on video; and coaching on résumé writing.

“We operate on a storefront



Deputy Minister Val Gibbons examines some of the equipment in the new Career Centre at Oxford Regional Centre.

John Gibbons

basis,” said Marg Foy, the co-ordinator of the Career Centre. “Our staff can choose the career planning services that best meet their needs.”

The Career Centre is also working to develop closer relationships with other ministries in the OPS. “Co-operation with our sister ministries is essential for our staff persons to research their career interests and to determine what options may be available to them,” said Marg. “I’m happy to report that we have already received tremendous support both from within our own ministry and from other ministries.”

Val Gibbons, making her first official staff address as deputy minister, was the guest speaker at the opening ceremony of the Career Centre in June. “We have created a lot of anxiety and uncertainties with these directions (the Multi-Year Plan),” said Val. “There are some tremendous resources within this facility and I hope you all stay with the Ontario Public Service...”

“We want to be actively involved in helping you to make the decision,” the deputy told the staff who gathered for the official opening.

A spectacular spring day for the opening boded well for the new centre.

“The Career Centre will be successful if we meet individual staff persons’ needs,” said Marg Foy. “Meeting these needs depends on hard work, both by centre staff and individual participants.

“If we do it together, it will work.” ●

## The “community” brought to life by artist

**L**inda Sanderson of Simcoe, Ontario, works on a painting commissioned by MCSS. She is a respected artist whose work is sold through more than 50 Ontario galleries; last year, she created the poster for the 60th annual Royal Winter Fair. Linda paints on Acrylite, a clear material similar to glass, but less fragile.

Linda’s depiction of a community, showing many services funded by the ministry, will soon be distributed to ministry offices to help orient new employees. It is intended as a companion piece to the *Hands-on* orientation package. ●



Robert A. Miller

Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.































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